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BBN Report

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ADVERTISING... WHO NEEDS IT?

A man wakes up in the morning after sleeping on an ADVERTISED mattress, under an ADVERTISED blanket, in ADVERTISED pajamas. He will bathe in an ADVERTISED tub, wash with ADVERTISED soap, shave with an ADVERTISED razor, drink ADVERTISED juice, put on ADVERTISED clothes, and an ADVERTISED hat. He will ride to work in an ADVERTISED car, sit at an ADVERTISED desk, drink ADVERTISED coffee, and write with an ADVERTISED pen.



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Small Business News Briefs

Minnesota Waste Education Coalition Members Appointed

John R. Chell, Director of the Minnesota Office of Waste Management (OWM), appointed 15 citizens to an advisory task force called the Waste Education Coalition. Minnesota's Waste Management Act established the coalition to advise the OWM on the development and implementation of general

waste education programs.

Private industry representatives are: Michael Bennett, 3M Tape Division, Hutchinson and Joel Schurke, Waste Reduction Strategies Corp., Minneapolis.

Citizens and organizations are represented by: Carol Greenwood, Citizens for a Better Environment, Minneapolis; Nancy Hylden, Trashbusters Committee, Duluth; and David Shea, Minnesota Earth Day Network, Plymouth.

Minnesota's educational in-

stitutions are represented by: Stephen P. Carlson, PhD, University of Minnesota, St. Paul; Timothy Drake, Hamline University, St. Paul; and Bruce Shorter, St. Cloud Technical College, St. Cloud.

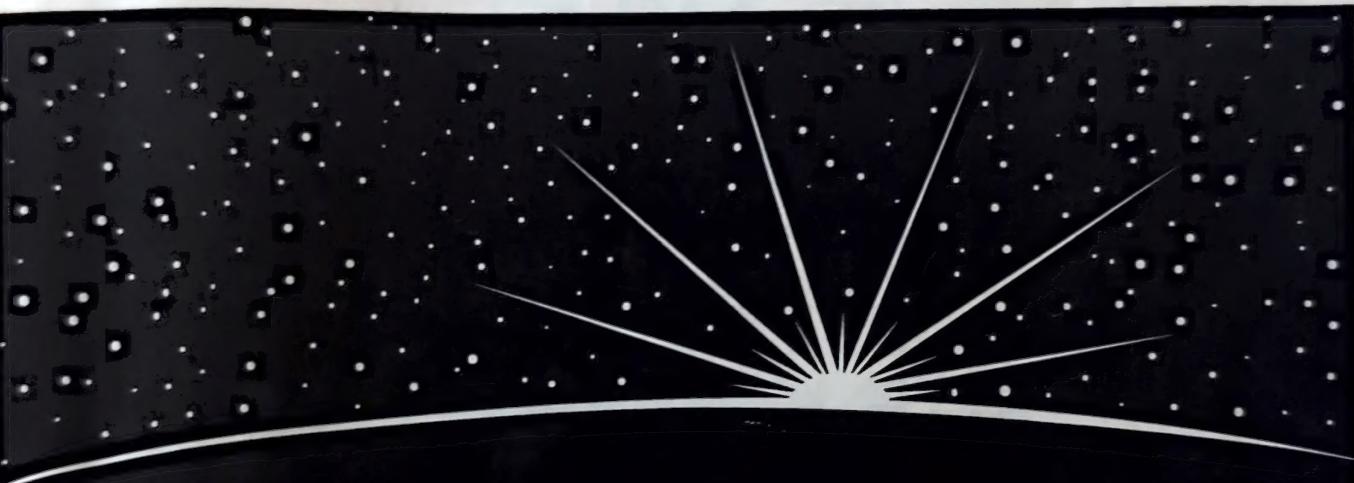
Local government representatives are: Mark Bauman, Olmsted County and Sue Doll, Anoka County.

Minnesota state agencies in St. Paul are represented by: Leslie Goldsmith, Pollution Control Agency; Larry Hartman, Environmental Quality Board; Victoria

Reinhardt, Metropolitan Council; and Joe Spitzmueller, Department of Agriculture.

"We welcome the ideas of these 15 Minnesotans as we chart our public education programs for the next two years," Chell said. "They offer the perspective of citizens, industry and the educational community as well as a plethora of knowledge and experience."

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What's Important To Your Banker?

Monthly and year-end financial statements are a valuable information source for both you and your banker. Rather than thinking of them as merely a method to secure financing, view your financial statements as a means of communicating your company's health to your bank officer.

Well-prepared financial statements will reflect your company's sound management. It is helpful for companies to be aware of what they present to their bank.

Make the numbers work for you. Generally, your financial statements include a balance sheet, income statement (profit/loss statement) and statement of cash flows. The best presentation is a "pyramid" of reports - a summarized format for easy review supported by detailed schedules. The accounting firm of Ernst & Young recommends the following points for your financial statements:

1. Present figures so they can be easily compared to budgets as well as performance in previous periods.
2. Include non-financial statistics, such as units shipped, employees per area, projects in process and pertinent ratios (e.g., percentage of revenue, inventory turnover).
3. Monitor up to 15 key statistics monthly and show these graphically (e.g., sales backlog, sales per employee, percentage of receivables past due).
4. Break down sales into relevant components (e.g., product lines, geographic areas, distribution channels). All sales should be at standard prices, record off-price sales as discounts and allowances.
5. Segregate costs in a special report under groupings for easier analysis. Suggested groupings include:
 - Incremental - directly proportional to selling more units (e.g., commissions, materials, labor);
 - Programmed - discretionary expenditures (e.g., advertising, maintenance); and

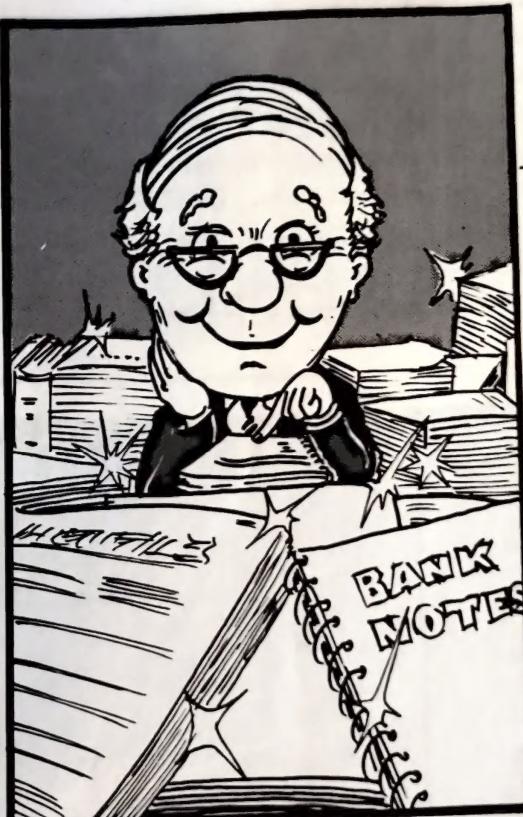
- Fixed - within the relevant range of volume (e.g., property taxes, rent, depreciation, utilities).

6. Summarize operating (non-manufacturing) costs into meaningful functional groups such as marketing, selling, distribution and administrative.

Rule of thumb: if a cost element is larger than eight percent of gross revenue, split it into parts. For instance, separate sales and marketing expenses.

Consistency and accuracy count. It is recommended that companies develop internal financial statements consistent with generally accepted accounting practices. Businesses should be consistent in their month-to-month statements which should be put together by your accountant. If you prepare statements in a different format for your own management purposes, adjust the statements for submission when dealing with your banker.

Business owners can score points with their banker if they prepare schedules detailing any numbers on the balance sheet and income statement that represent more than one statistic. These include items described as "miscellaneous," "other,"



"prepaid" or "deferred." If accumulated depreciation is one number on the balance sheet, provide a breakdown by fixed asset category in the footnotes.

The more details, the better. If you think your monthly financial statement still does not communicate everything your bank needs to know, add a letter of clarification. Some customers provide a one-or two-page management summary explaining any significant changes or other pertinent information that the statement may not clearly reflect. By getting into the habit of preparing thorough financial statements, you strengthen the communication between you and your bank which can enhance your standing when it's time to request a loan. Remember, the more informed your banker is about your business, the better he or she can service your company.

Accurate and Credible Statements

You will want to seek the assistance of a professional accounting firm to prepare year-end and, in some cases, interim financial statements. Accountants use three preparation methods where each provides a differing degree of assurance.

1. Compilation. If your budget does not allow you to have an internal accountant or controller, you should enlist an outside accounting firm to organize reported numbers into the proper formats for monthly financial reporting. Although the accountant will not attest to the accuracy of the figures, he or she may offer suggestions to improve company records or note areas that may need attention. If your borrowing needs are less than \$200,000 (in total), this method usually will satisfy bank lending standards.

2. Review. This approach includes a limited degree of assurance. The accountant performs an analytical review of the financial data and must understand key aspects of the business before preparing the financial statements. Banks normally will require this level of reporting for loan commitments of \$200,000 or more.

3. Audit. To complete an audit of your financial statements, a CPA must perform tests to verify the accuracy of the reported figures. An audit tests all material categories of assets and liabilities for accuracy. Consequently, an audit is by far the most credible document from a banker's perspective and typically will be required when total loan commitments exceed \$500,000.

Factors including credit quality, complexity and size of year-end adjustments all play a role in evaluating reporting requirements. To better determine the needs for your particular situation, be sure to consult your banker or accountant. ■

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What about the Real Estate?

In the small business context, it's not unusual to find that the appreciated value of real estate or other assets owned by the company are substantial in relation to the overall value of the firm as determined through a standard income methodology. Unless such assets are properly accounted for in the valuation exercise, a seller can end up being shortchanged in the transaction -- sometimes by hundreds of thousands of dollars.

An example of this situation came across my desk the other morning. A business owner asked me to review an appraisal performed for him by a financial consultant. Unfortunately, this person wasn't a professional business appraiser. At any

worth \$243,000 -- given the fact that the business produced net profits averaging \$32,000/year and in all other respects appeared to have a promising outlook.

How should this asset be accounted for in the sales transaction? There are two basic approaches. First, the seller might elect to transfer ownership of the real estate to himself and enter into a lease agreement with the Company on a going-forward basis, selling the Company without the real estate asset included. This would add expense to the company's income statement in future years, and would therefore bring down the value of the company as determined through an income approach. (In this respect, it can be seen that the fact of ownership was already reflected in a standard income approach, since no lease expense was charged against revenue in determining future profits. However, the total value of the ownership may not have been reflected properly.)

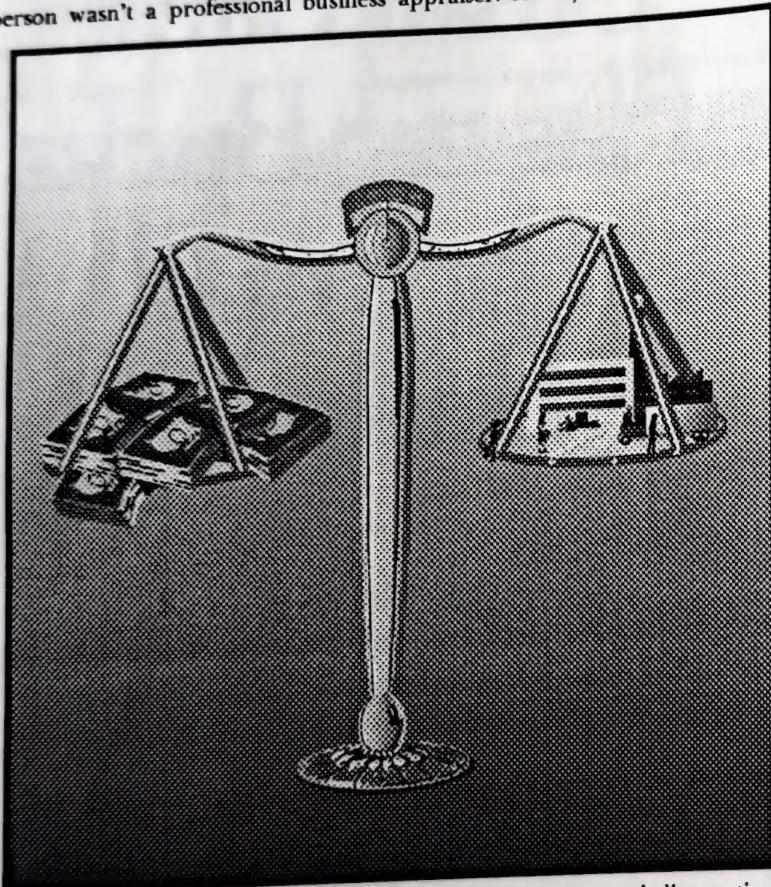
Second, if the real estate is to be sold along with the company, the income approach to valuing the company must be adjusted to reflect the true current value of the real estate. There are two basic methods used to value a company under the income approach: (1) multi-period discounting and (2) single period capitalization. The adjustment would be as follows:

1. Multi-Period Discounting -- Add Leverage to Reflect True Value. The two standard multi-period discounting methods are discounted future cash flows (DCF) and discounted future earnings (DFE). Under these methods, value is determined by estimating future returns

rate, the owner actively engaged in negotiations to sell his company. The appraisal came back with a total value of between \$250,000 and \$290,000, which was determined by averaging the results of both an asset and an income methodology. But the real estate owned by the company, which was acquired many years ago and has a book value of only \$40,000, was separately valued at \$243,000. And there was no debt on the real estate.

Naturally, the owner was wondering how the total business could be worth only \$250,000 if the real estate value alone was

and discounting those returns back to present value at an appropriate required rate of return. The values produced by these models are dependent on the assumptions entered about how the company would be operated in the future by a rational investor. How would a rational investor choose to maximize his investment return in this company in light of the appreciated real estate? The answer is, he would either enter a sale/lease-back transaction or he would re-mortgage the property. The effect of either of these transactions would be to increase re-



turns dramatically in the first year of the model, which would increase the total company value determined by the model in an amount sufficient to account for the value of the real estate.

2. Single-Period Capitalization -- Two Steps to Reflect True Value. Under the single-period income statement, which reflects a reasonable estimate of the company's sustainable long-term future performance, value is determined by multiplying the returns generated in this estimate (either earnings or cash flow) by an appropriate capitalization multiple. The value produced by these models, just as in the multi-period discounting models, are dependent on assumptions entered about how the company would be operated in the future by a rational investor. The same assumption must be applied regarding the real estate -- i.e., to maximize investment return the buyer will enter a sale/leaseback transaction or re-mortgage the property. Thus, the way to adjust for the real estate in this method is: step (1) revise the single-period income statement by adding a logical figure for lease expense, and eliminating deductions for building depreciation, maintenance and taxes, and; step (2) add the fair market value of the real estate back on to the value determined through the capitalization exercise to arrive at final value.

How can a business owner know if the appraiser properly accounted for the value of appreciated real estate or other assets in an income methodology? Fortunately, the answer is rather simple. If your company owns appreciated assets, ask your appraiser to tell you how his value conclusion in the income method would change if those assets were not included in the sale. If there is no significant difference in the value determined with and without those assets, then the value of the assets has not been properly taken into account. ■

Contributed by Jim Werness, Vice President of the John Hawthorne Company, Inc., providing independent business valuation services since 1966. Minneapolis-based, the company serves business professionals throughout the Upper Midwest region.

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Becoming Famous In Your Community

What do the St. Jude's Medical Center and the Labor Day Telethon have in common. Both have helped thousands of people and both were possible because of the fame of Danny Thomas and Jerry Lewis. Fame, when channeled in the right direction, can be used to help many. As someone once said, "If you want to do something worthwhile for the world, make yourself famous first."

"What comes first? Fame or publicity? Any good publicist will tell you that publicity comes first. If you don't believe it, take a good look at the White House. How else do you explain the nationwide groundswell for a man coming out of one of the smallest states in the country. An old proverb advises us to build a better mousetrap and the world will beat a path to our doors. Publicists know that good publicity will get the world there years ahead of time."

The basic ingredient of fame is action! No action-no news. If your family and close friends are the only ones who know what you do, you will not have a bright future in your business. If, however, you are good at what you do, there are some positive steps you can take to acquaint your entire community with you. Let's look at ten things you can do to things you can do to become famous in your community.

I. Become distinctive

What do ice water and five stars have in common? They are very inexpensive, but they helped two business people become distinctive and build very strong, prosperous businesses.

In 1936, Ted and Dorothy Hustead were the owners of an unprofitable drug store in the Midwest. As cars rumbled down Highway 16A one hot, summer day, Dorothy thought about what the passengers needed the most. The answer was clear to her. Ice water. When she shared it with Ted, the lights went on. The next day, Ted put out a series of signs on 16A (like the old Burma Shave signs) directing people into the drug store for free ice water. Before he got the last sign in the ground, people were turning off the highway into his drug store. They haven't stopped turning off the highway since. Today, in a town of 800 people, they employ 200. On a typical summer day, they will have up to 20,000 people stop in. They still give away free ice water. Perhaps you have been to Wall Drug, South Dakota.

If I say "5 Star", you think of the Hilton, the Hyatt, or anything else associated with excellence. If you say "5 Star" in Dallas, Texas, people think of Mary Harker, top producing real estate agent. She has set herself apart from the crowd, from the common. She wants people to associate her with excellence

and she goes the extra mile to back it up with "5 Star" service. On every piece of promotion that goes out about her, she mentions her "5 Star Real Estate Program."

II. Write press releases often

There are things you do and accomplish throughout the course of the year which should be submitted to the paper in the form of a press release. There is no cost for submitting a press release, and most papers are happy to run a short article about someone from their community. You will find excellent resources in your library showing you how to write a press release.

Some general guidelines are as follows: Keep to one page or less, double space, include a contact name and telephone number (office and home), create a one line attention grabbing headline, tell them when the story can be run, and the first paragraph should include the who, what, where, when, why and how of the story.

Possible topics for a release would include: opening a new business, remodeling a business, a career shift, attendance at a state or national convention, involvement in a charitable activity, or reaching a record growth level. Be sure to include your picture with the press release. Keep your community informed and don't let them forget about you.

III. Put your picture on everything

Complete this statement: I never forget a _____. If your community is overlooking you, it may be time to acquaint them with your face.

As you watch TV tonight, notice who is advertising. The companies you already know best, will be on again, making sure you don't forget who they are. It would seem that McDonald's, Coke and Pepsi could afford to save on their advertising budget, but they have positioned themselves at the front of the pack, and they have no intention of checking out life at rear.

IV. Speak for community functions

People who are experts in some field are often asked to speak and share their insights. You are an expert in your given field. Although public song remains the number one fear of most adults, wonderful things can open up to you if you can get over your fear.

There are numerous civic groups where you might speak. Many of those groups have to find speakers every week or month and would be delighted to have you make a presenta-



tion. Also, many schools have a career day and would welcome your insights. There are people who need the information that you have and you will discover that many people who hear you speak will want to do business with you.

V. Organize helpful community projects

When you think of Jimmy Carter, what picture do you see in your mind? Maybe you picture the ex-president in a pair of jeans, with a tool belt around his waist, constructing a house for Habitat for Humanity. While Jimmy Carter has helped many who are less fortunate, public opinion of the ex-president has skyrocketed because of his giving. Giving is dynamic. If you build a house for yourself, it is not news. Build a house for the under privileged, and it is headline news.

Discover the greatest needs in your community and then set out to meet those needs. Although you may not have the finances to do all you would like to do, you can use your organizational abilities to motivate several others to do great things.

VI. Meet your immediate neighborhood

Don't underestimate the value of your neighbors knowing you and knowing what you do. Every one of your neighbors has a large sphere of influence and can be a great help to you. In your efforts to connect with your community, don't overlook the people living closest to you.

With the emphasis on neighborhood crime prevention, you could organize a get together for your surrounding area. The police department would be happy to come and give your neighborhood a plan on how to work together to fight crime.

VII. Develop a personal brochure

Declare yourself as a professional. Create a personal brochure. A brochure lets people know you are here to stay. It lets them know about your experience. Your community involvement and testimonials on the brochure allow your past customers to sing your praises. A brochure is not an expense, but a solid investment in your future.

VIII. Form a networking club

How would you like to have a sales team of 20 people selling you and your busi-

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ness every week to the people they come in contact with? Better yet, how would you feel if you didn't have to pay them anything? You could experience that if you would begin your own networking club.

You know some good people and some good opportunities. You just don't know enough. You can not limit your business to just the opportunities you are aware of. It is time to link up with other aggressive business owners to share quality leads and referrals.

Most networking clubs meet twice a week for breakfast. The ideal size is 20 and the ideal time is one hour. Each person is to bring one quality lead to each session. Also, time is set aside each meeting to get to know each others businesses.

James Lewin said, "Activity is the life blood of a successful selling process. Networking is probably the most effective way of creating activity."

IX. Join community groups

There are outstanding, service oriented groups in your community that could use your services. Find an organization that is in line with your interests and abilities and get involved.

X. Use the media

There is a place for you in the local media. Cable TV has opened the door to many, many possibilities. You will be pleasantly surprised to discover the ease and affordability of being on cable.

The radio and newspaper hold many interesting options as well. Get to know your editor. You may be featured regularly in a column or a program such as the following, "Ask the expert."

Get to know the key people in the media in your community. Discover the possibilities.

Isn't it time for you to get serious about acquainting your community with you? Take some time to look over the list above. Develop a master plan and choose which things you will go to work on this year. Remember, a goal is a dream with a deadline. Set some deadlines, create an action plan and enjoy your new quest. Pursue this as though you were running for public office in 12 months. You can insure that your business will be ignored no longer.■

Rick Olson is a national speaker, business consultant and fundraiser.

A Personal Selling Edge

Stores and other businesses with helpful and informed, customer friendly staff should be on the federal endangered species list. They are increasingly hard to find these days, particularly in large "lowest-prices" units of regional or national firms. Self service with reduced sales-support staffs offer little or no personal assistance for customers with questions or concerns.

This is a gap made to order for the small retailer or service firm. It can be turned into a customer-friendly reputation few larger firms can match. They may have a far bigger merchandise assortment, range of prices and advertising. But there's no way they can match the small firm in personal sales and service, if management provide training and sets customer service standards.

But attentive and useful salespeople don't just happen. These productive and customer-pleasing employee skills are the result of a carefully planned program and training.

If your business has sharp increases in phone or in-store customer traffic during certain periods of the day, use part time employees to supplement your staff during these times. It helps ensure that no sales and customers are lost due to lack of adequate staff on hand, or your reputation for top-notch service is not tarnished.

Successful personal selling is a result of matching customer needs with the seller's products and services. The better the match, the better the sales success. While this is important, another critical aspect is psychological..one of human relations.

The shopper/buyer must be made to feel he or she is important and appreciated, and that they believe the seller is anxious to serve and fulfill their needs. Only when these two elements have been achieved can a long-term, profitable relationship be established. Training and supervision should make these a habit:

1. Each salesperson must demonstrate through their actions that they are sincerely interested in the customer.

2. Each must be skilled in learning the customers' needs and the actions which will fulfill them.

3. Each must have a thorough knowledge of the product and service offered by your firm.

Finding good sales people is always a challenge. Many small businesses have had good success with employee referral programs. Employees receive a two part payment reward for referring a friend, neighbor or relative for a sales or other open position.

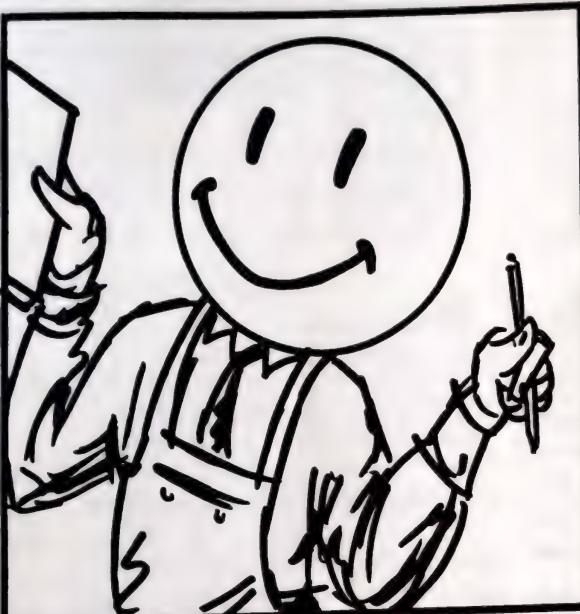
If the friend is hired, the referring employee gets the first payment portion. When the newly hired employee completes training and a 30 or 60 day trial period, the second portion is paid. The presentation of each portion check can be done at a staff meeting to provide the referring employee with some peer group recognition as well as financial satisfaction.

The problem of successful hiring of people is lessened if you know what qualities and skills you are looking for, and job specifications for each position. This is usually in the form of a written statement, preferably no longer than a paragraph or two.

The job descriptions requires the employer to be explicit about what the job requires of people in sales and other positions. It also provides a guide for appraising capabilities of prospective employees, as well as subsequent job performance reviews.

A small retailer or service firm doesn't need a formal, structured training program. But sales people must be trained. New people can be matched with successful salespeople one or two days a week to supplement instruction and training by the owner, sales manager, etc. Knowledge of merchandise can be passed on during regularly scheduled sales meetings. New products can be talked about and staff questions answered, as well as merchandising strategies, policy changes, etc. They can be held on the sales floor either before or after closing.

Selling Edge continued on page 15.



Handy Resources

The difference between winning and losing in business often depends upon how much data you have and how well you respond to it. More than that, can you know too much about your market, competition or business? Probably not. The majority of errors that occur are made in the direction of poor assumptions and misinformation.

Can you pay too much for information? And how. One of the most common pitfalls for budding entrepreneurs is not being able to find basic necessary information at affordable

cause you don't have the money to grow) or will you be out of business if it takes nine months longer to hit your anticipated break-even point? Is someone else, who is ready to launch an identical idea with greater resources and planning, a serious threat to you. Where do you go for information without spending most of the money needed for the rest of your project?

By doing a little digging, business people can find a vast amount of quality information and help at zero or minimal costs. As mentioned earlier, information or lack of it guarantees success or failure in many ventures these days. Information moves quickly today and what was unheard of yesterday is being done by everyone tomorrow.

Nine out of ten new ventures still fail within five years. Statistically at least, it pays to be prepared. There are a surprising number of organizations that provide terrific low cost services to business people. Following is a partial list of organizations that provide information to Minnesota small business owners and entrepreneurs.

Agriculture Resource Institute - (218) 281-7600
Home and Small Business Network - (612) 844-6430
Job Transition & Support Group - (612) 429-5349
Hennepin Technical College - (612) 550-7153
MN Futurists - (612) 290-2846
MN Satellite & Technology - (612) 296-2383
MN CTR For Community Development - (612) 673-2110
MN Project Outreach - (612) 379-5988
MN Project Innovation - (612) 338-3483
MN Technology Corp. - (612) 370-0111
MN Council for Quality - (612) 851-3181
MN Small Business Asst. Office - (612) 296-3871
Minnesota Entrepreneurs Club - (612) 897-5002
Manufacturers Alliance - (612) 533-8239
Women Venture - (612) 646-3808
Women In Transition - (612) 924-1266
Working Opportunities for Women - (612) 647-9961
SCORE - (612) 223-5010 ■

prices. It's hard enough for beginning business types to know when they need to pay for outside advice. For the most part, professional help is costly and there are even times when \$200 per hour is a bargain. There are also times when we chose to take a stab in the dark and operate with minimal research or guidance.

Entrepreneurs are by nature "detail skippers" and "seat of the pants flyers." Paralysis of analysis and fastidiousness are phrases that can be used to describe those who "need more information." The truth is that entrepreneurs clearly benefit by having information and suffer by not having it.

Basic data needed to begin a venture includes:

- Define your market;
- Design an effective marketing strategy;
- Create an accurate employee/management profile; and
- Locate funding resources and prepare adequate financials.

Will you be out of business if you do exceedingly well (be-



Mike Tikkannen is a past president of the Minnesota Entrepreneurs Club. He is also a founder of the Packard Group, a Minneapolis-based company that helps companies find, analyze and procure new products and technologies through joint venture, corporate partnerships and acquisition.

Choosing the Right Location to Expand

Choosing the right property for your company is as important as selecting the right price to sell more products, hiring the right employee to promote business or using the right machinery to increase production. Companies outgrow their space when production increases, and moving and expanding to a new location can bring a host of concerns and issues. Several organizations offer one-on-one assistance to help growing businesses find a location that best fits their needs. If you're looking to move, choosing the right location may be one of your biggest and toughest decisions, and going about it alone could cost you thousands, even millions of dollars.

Should you use a commercial real estate agent?

Selecting a good commercial real estate agent should be your first decision. In the long run, a good agent will save you money, time and effort. Commercial real estate agents know available

property, several governmental and nonprofit organizations provide low-cost financing to bring property up to standard.

Purchasing land and building a new facility may be more costly, but the site can be more adaptable to your needs. Soil contamination is also important in choosing a site to build. If you need to clean up the soil before building, it may not be worth your investment. Purchase property with future expansion in mind — you won't want a site where you're boxed in.

When searching for a site, determine how the site can work for you. Do you need to be close to the airport? Freeway? Do you need to be in an area which offers a skilled work force? Do you need to be near your target market? Do you want to be close to the central business district?

Is it better to own or lease?

Talk with your real estate agent about the pros and cons of owning or leasing. Also, consult your CPA or controller to weigh advantages and disadvantages. Companies which lease have lower overhead costs, but less control of their future space needs.

Is your new location safe?

A growing concern among many business owners, especially with the growing number of women owners and employees, is safety — safety for employees on site and safety going to and from work. Some companies stay away from isolated areas which, after dark, can create an unsafe environment for workers. If your company runs a 24-hour production schedule, you may want to locate in an area of continuous activity, such as an industrial park.

What incentives are available?

Companies looking to relocate and expand should contact governmental and nonprofit agencies for information on reduced electrical rates, tailor-made sites, low-interest, long-term, fixed-rate art deferred financing.

If you're planning to expand, refer to the Twin Cities Economic Development Directory — available from the Twin Cities Economic Development Study Group (612) 673-5095 — to locate an organization in your area which can help you find the location which best meets your expansion and relocation needs. ■

Contributed by Dawn Hagen, public information specialist with the Minneapolis Community Development Agency (MCDA), the development arm of the City of Minneapolis which assists businesses in site search and financing.



property, current property values and trends. They know how to negotiate both sides of a transaction to obtain the best price for your company, whether you're purchasing an existing building or buying land for a new facility. The agent will broaden your scope of ideas in acquiring a new site. Obtaining an agent does not generally involve up-front costs, and fees are usually worked into the price of the transaction. Some nonprofit and governmental agencies will pay brokerage fees for you.

Should you buy an existing building or build a new facility?

Your investment in a new location should relate directly to the time-use of the land or building. Industrial sites don't generally increase in value. View your purchase as an asset which will depreciate and purchase a site that will give you the longest use for the money you've invested.

Purchasing an existing building may offer a lower sales price, but lower prices don't mean better deals. A low price may mean deteriorating property value, structural difficulties or high renovation cost. Some financial institutions back away from financing older properties because of high maintenance cost and unstable environmental conditions. However, if you buy existing

Selling Edge *Continued from page 12*

During the training period, new salespeople will be unsure and insecure, not knowing how well or poorly they're doing. In those first weeks you should provide them with some positive reinforcement by trying to catch them doing something right and immediately praise them for it. And explain why what they did was good, and perhaps how they could have done it even better.

As to compensation, there is no single best method. The elements depend on specific situations. Start by checking compensation paid by similar area firms. Straight commission may induce sales people to exert too much sales pressure, and feel insecure in his or her job. Straight salary may or may not provide sufficient incentive to cause much sales effort by staff. Your compensation system should relate to sales performance. And personal achievement recognition should also be a part of the system. For some employees, peer recognition is almost as powerful an incentive as cash.

A very successful regional grocery store chain advertises, "A Smile In Every Aisle". Store staff is trained in a number of ways which translates the slogan into customer-pleasing actions. All staff smiles and says "Hello", or "Can I help you find something?" to every customer walking by them. If a customer asks an item's location, they are told and led to it. It supplements its advertised sales to an unusual degree with in-store events often designed to bring in other family members such as seasonal children's coloring contests, or in-store displays and staff special dress or costumes.

And there is always heavy emphasis on in-store free sampling of food products. Most customer-pleasing extra services are available. Needless to say, they stand out from normal supermarkets and are almost always number one in their towns.

A relatively inexpensive way of differentiating some businesses from competitors is by sending birthday cards. Heavy overuse of Christmas cards has diminished customer response. But most adults get very few birthday cards.

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contact:

Bruce Eisenhauer, City of Saint Peter
(507) 931-4840

Customer mailing addresses can be copied from their imprinted checks, or sales slip information. Staff can be trained to pick up birthday dates as part of small talk while ringing up a sale. A 30 day 10% discount certificate can be enclosed with the card.

Past, present and potential customers can be very helpful. They have a viewpoint of your business which comes from a perspective quite different from yours, and important too. Asking them about their satisfaction with your service, merchandise quality, parking, business hours, etc. may reveal aspects of your business which they believe to be inferior, or better, than your competitors. Such answers can be obtained by mail or telephone surveys, or conversations when they are physically present.

Customer referrals reward existing customers and bring in new ones. Past and present clients are asked to give names and addresses of people they know who might become a customer. Normal procedure is to have the customer fill in a dated 30 day, % off certificate, or provide the name and address of the referred person, as well as

their own. Customers can deliver them, or they can be mailed. A small cash award or discount certificate is paid customers for each referral form used in your store. Customers love it, and you up your customer base.

Even with the best trained and motivated employees, some degree of customer dissatisfaction occurs. Studies have found that about 96% of unhappy customers will not phone, write or stop back with their complaint. But such customers will tell up to twenty other people of their grievance with your firm. Contacting customers will not only produce useful ideas, but will allow you to mend fences with unhappy ones. ■

If you have questions about this or any other topics relating to starting or operating a business of your own, contact the Service Corps of Retired Executives (SCORE), a non-profit nationwide association of retired and still active men and women owners and executives who volunteer their time and counseling talent. For information, contact the St. Paul office at 223-5010 or Minneapolis SCORE at 591-0539.

Doing Business with the Government

A FORMER BUREAUCRAT, A
GOVERNMENT AGENCY AND A
BANKING INSTITUTION ALL OFFER
THEIR RECOMMENDATIONS ON
HOW TO DEAL WITH THE
GOVERNMENT.

■ BY ANTHONY F. GIOMBETTI

When dealing with any bureaucratic agency, the first words that might come to mind are *frustration* and *anxiety*. This usually is followed by a few questions, namely, what do I have to do or where do I go to get the answers? Having experienced working with the Resolution Trust Corporation (RTC), a federal government agency that was established to resolve those insolvent thrift cases and dispose of the assets within those institutions that have been pending since February of 1989, for about three years in a management capacity, the private sector would constantly relate its frustrations to me and the RTC Sales Center staff about the government process. At the time, our department was responsible for making the RTC a "user friendly" organization, but more than that, "accessible."

For Minnesota business owners interested in doing business with the govern-

ment, the question is: how do you establish an on-going relationship with bureaucratic agencies? At first, this may appear to be a mystery, but in reality, it is not all that difficult. You'll be pleased to know that relationships can be developed, however, it does require perseverance and patience on your part to build and maintain those relationships. Further, don't be too demanding and try to use common sense business courtesy.

Understanding the Government Organization

It is critical to learn as much as you can about the government agency with which you want to interact. You can do this by making trips to the library, the respective agency itself and informational seminars. Also, meet with management and staff level individuals at the particular government concern. Your bottom line objective should be to have a strong understanding of the organizational structure of the par-



Standing in front of the White House in
Resolution Trust Corp. (RTC) bureaucrat

federal government agency. Recognize that in order to make this happen is a challenge indeed, mostly because the organizational chart of federal agencies change on a regular basis.

Note: almost every government agency has an informational "hot-line" of some sort and this is often a good place to start your working endeavor with the government.

Have a Definite Purpose

Ask yourself are you looking to purchase real estate properties, equipment or loans?; do you want to build widgets?; or do you



Washington, D.C., Gerald R. Clark, former says "Welcome to the political process."

want to be a contractor for a specific or general type of task? Know what you want when dealing with a specific agency. Try not to waste anyone's time.

I can recall many times while at the RTC that I had to deal with individuals who seemed to be on a "witch hunt" of some sort and had no specific or targeted interest area.

Be Flexible and Stay In Contact

Hopefully when dealing with a bureaucratic agency, you will make several good contacts at a particular regional or local office. Then you might experience that particular office close down or be relocated. In this case, unfortunately, your contacts will also be gone. You must stay in constant communication with your contacts. A solid approach, once you have broken down the initial working obstacles, is bi-weekly phone calls and periodic meetings at the agency. Typically, bureaucrats are not big on luncheons (although this is changing) and you must be willing to meet them at their offices at times convenient for them. If you keep your schedule flexible and have constant communication, you will then be advised of any future changes before they happen and will not be left hanging out to dry.

If you are doing business with a government agency and you are not geographically specific, do not rely solely on your local or regional contact. You must try to acquaint yourself with the people in similar positions throughout that specific government agency. Sounds overwhelming, doesn't it? Don't fret because it is no different than managing any list of contacts. It is just that in this case, you've got a governmental database. It can't be emphasized enough that too much follow up with any bureaucrat is nearly impossible. You know you're on the right track if the agency bureaucrats know you on a first name basis.

Contracting

Every agency has its own contracting regulations that are easy to obtain by making a few phone calls to the respective office. Be sure to contact the agency and ask for the Department of Contracting. You shouldn't have any problems in receiving the necessary information to become a contractor.

What is a contractor? A contractor is an

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individual or entity that is capable of supplying a service to a government agency. Typically, if you want to perform a specific task or service for a governmental concern, you will need to be a registered contractor. Remember, every agency has its own contractor database and some agencies even have an office specific contractor database! When initializing your contracting request, be sure to keep in mind the following:

- Fill out all forms without any additions or deletions. Elaborate only when requested.
- Send your completed forms (keeping a copy for your files) to the contract specialist. You may want to send a copy of the forms to the person in charge of the specific area where you are interested in doing contract work.
- Follow up with a phone call seven to 10 days after submission of your completed contractor forms. They may not have reviewed your forms, but the call may put your file more towards the top of the stack. You should also contact all other offices within the agency after your contract application has been registered. The government agency may have a national database, but unfortunately, each contracting office needs to know that you are an interested contractor for its specific area of operation. This is a very important step!

Do not forget that bureaucrats are business people just like you and I. Unfortunately, they must march at times to a different beat of the same drum that may not make practical business sense. Remember that someone "from above" has most likely said that this is the way it is to be done. Say hello to the political process in action.

All you can do is be patient and understanding, persevere and results will come your way in working in the world of the governmental process. Hopefully, it will be both personally and financially rewarding.

Gerald R. Clark, CCIM, CBI, Director of Business Development for Grafe Auction/Realty, has spent 25 years in different management capacities with the Resolution Trust Corporation (RTC) in Eagan, MN, Cleveland, OH and Washington, D.C. Prior to the RTC, Mr. Clark spent 13 years with Calhoun Companies as a business intermediary.

In 1992 the federal government purchased more than \$200 billion in goods and services from businesses in the United States. States like California and Texas collectively received nearly \$42 billion in federal procurement dollars. In Minnesota businesses accessed only \$1.7 billion in federal procurement dollars, an amount that placed the state 33rd in the receipt of federal funds. Why aren't Minnesota businesses tapping into the large numbers of contracts offered by the government? The reason is a lack of information on how to market where to market and what are the requirements.

According to Small Business Administration statistics the four Defense Logistic Agencies (DLA) involved in the purchase of spare part items employ 56% of all spending in contracts for amounts of less than \$25,000. These contracts are of particular interest to Minnesota businesses who can produce items to be shipped to DLA centers.

Mike Melin, Minnesota Project Innovation's government marketing assistance director, estimates that about 20 percent of Minnesota's businesses are aware of government contracting but only 25 percent of those know how to or are trying to tap into the government marketplace.

The government buys all types of products and services. However more opportunities exist in the areas of manufactured items (including spare part items construction and building materials instruments and laboratory equipment etc.) and services (painting grounds maintenance security and design and development). The challenge is to sort through bid opportunities available and match qualifications with business capabilities.

Becoming familiar with the government marketplace can be both intimidating and confusing. The first step is to identify procurement opportunities that match a company's goods and services. The electronic Commerce Business Daily lists notices of proposed federal government procurement actions of more than \$25,000 and bid opportunities from Defense Logistic Agencies of less than \$25,000. Once a business identifies a possible bid match a solicitation package must be ordered from the participating agency. Each government agency participating in procurement activities also provides electronic bulletin boards advertising opportunities of less than \$25,000. Businesses can anticipate

future procurement activities by obtaining acquisition forecasts which prospect future agency needs.

Reviewing and completing the solicitation package involves research of past procurement activities and a broad knowledge of the government marketplace the company wishes to enter. Becoming familiar with contract clauses and requirements is essential to completing a successful bid package. Learning the process of completing a contract can be difficult because requirements are specific to the bid and vary from one industry to another. Terms and conditions are stated in great detail and can be confusing. Without a general understanding of the solicitation businesses stand the chance of overlooking transportation or packaging requirements that may be costly in the future or make their bid ineligible.

Although requirements vary according to industry the framework of most government procurement opportunities is similar. Most packages have specific requirements under the Federal Acquisition Regulation. Packages must be sent in time for the bid opening date or stand the chance of not being reviewed. Regional businesses can become familiar with procurement activities by accessing state and local opportunities before tackling federal opportunities.

Businesses can streamline their procurement efforts through assistance from Minnesota Project Innovation (MPI). In 1991 the ALA contracted with Minnesota Project Innovation Inc. (MPI) to provide procurement assistance to viable companies in the Minnesota marketplace. MPI's Government Marketing Assistance program (GMA) can help businesses cut through the red tape of identifying viable government markets and help identify procurement activities and agencies that match a business products and services. MPI's program helps both the buyer and the seller but does not charge a finder's fee.

MPI is the only company in Minnesota to offer no-cost or low-cost GMA services at four Minnesota locations: Mankato, Moorhead, Rochester and Minneapolis.

MPI services include government marketing workshops. The workshops are offered at no-cost and cover topics that assist businesses first entering the procurement arena and in the later stages of completing procurement packages. One-on-one counseling is also offered through the GMA program particularly

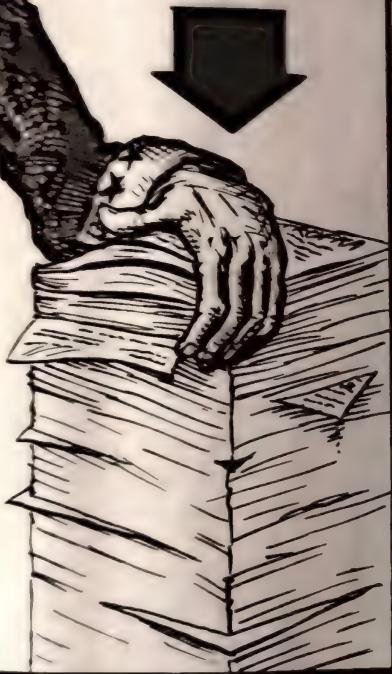


for small women-owned or disadvantaged companies on federal state and local procurements.

A comprehensive bid match service is designed to identify and match business capabilities with current federal procurement opportunities. GMA provides an electronic search of the Commerce Business Daily. A second electronic service covers the procurement history from the Federal Supply Catalog and related databases. The GMA program offers a free three-month

Do You Want My BUSINESS\$?

Fill Out These FORMS!



trial period of the bid match service after which businesses can subscribe yearly for a \$100 fee.

Contributed by Minnesota Project Innovation, Inc., a private, non-profit organization that assists the successful formation and growth of Minnesota small businesses through the SBIR Program, business development, technology utilization and government marketing assistance. Special thanks to Jessica Quirk, Communication Assistant Intern.

Picture the ideal customer - one who is exceedingly credit worthy, places large orders on a steady basis, and pays for them promptly. Now ask yourself: Where does a business find such a reliable customer? Would you believe Washington D.C.?

Last year, the federal government bought \$35 billion worth of goods and services from small businesses alone. These included a wide variety of items - everything from ballpoint pens to office furniture to vending machines. There is a good chance that your business offers a product of interest to the government. Following through on this promising lead could result in long-term contracts and a steady stream of revenue.

Make Your Own Opportunities

There are many benefits to doing business with the federal government. For one thing, its creditworthiness is without question. Also, federal business is rarely dependent on the condition of the economy. Fairness is yet another advantage of working with the government. Businesses owned by women, minorities and disadvantaged businesspeople are guaranteed opportunities by Section 8 (a) laws enforced by the Small Business Administration.

However, government contracts don't just come to you; you've got to find them yourself. To start, review the Commerce Business Daily, a weekly newspaper published by the Department of Commerce. There you'll find listings of government bid requests, contract awards and leads on subcontracting. Another key source is the U.S. Government Purchasing and Sales Directory, which indicates the military and civilian agencies that tend to buy products and services. This publication is available through the Government Printing Office, N. Capitol and H Streets NW, Washington D.C. 20401. Your next course of action should be to register your business with the Procurement Automated Source System (PASS) at any regional Small Business Administration office. This free program informs government agencies of products and services available for purchase. Upon your request, civilian agencies will provide you with a Standard Form 129. Military purchasers will send you a DOD Form 558-1.

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These enable you to list the products and services you offer. Completion of these forms will place your company's name on an approved bidding mailing list. If you receive a bid, be sure to respond to it promptly regardless of whether or not you are interested. This will ensure that the procurement office will automatically continue to send you bids. A more personal and effective approach to securing government contracts is to call contracting agents directly to find out what specific products they need. Another alternative is to hire a professional consultant who specializes in government procurement. The slowest but safest route to a government contract is to have your company's name added to a qualified products list (QPL) at the General Services Administration (GSA), which buys products and services for other government agencies. This list enables any government agency to buy products simply by filling out a requisition, rather than preparing a full-scale proposal. To get on a QPL, write the agency you want to do business with and ask for its product specifications. Then, make sure the agency has a demand for your product or service and that your product meets government standards. Where to turn for help Preparing a bid for a government contract requires close attention to detail. It is important to scrutinize every portion of a bid invitation, including any amendments, drawings, quantities, delivery dates, payment schedules and specifications. You must also weigh the consequences of defaulting on the contract and make sure your bid price includes a reasonable profit and allowances for contingencies.

If you are in doubt about any aspect of a bid, contact the agency involved and resolve the question before proceeding. Additional help on the whole government procurement process is available through your regional GSA Business Service Center or SBA regional office.

Uncle Sam Wants You

Landing a lucrative government contract is not easy, but the payoff in added revenue and reliable business certainly makes it worth-while. With patience and persistence, your small business may be able to land that ideal customer, "Uncle Sam." ■

Contributed by the Commercial Loan Department of Richfield Bank & Trust Co.

That's Utter Garbage

Most companies think that they don't have to worry about their trash after the waste hauler takes it away. That's utter garbage.

If there is one fact that more and more businesses are coming to learn, it's that there is no "away" when you throw away waste materials. And under current federal and state law, your waste remains your responsibility, no matter where it is taken.

How can you reduce the risk that you could pay hundreds or thousands of dollars in a clean-up effort, especially if you are a building owner or manager with many business tenants?

First, be aware of where your waste is taken for disposal. Assure that your waste hauler provides you written documentation of the fate of your waste. Be particularly cautious about landfills outside the State of Minnesota. Some states do not have aggressive laws to keep problem materials out of the waste stream. Your waste could be mixed in a landfill with waste that contains hazardous materials.

Second, develop a partnership with your tenants. Encourage them to look at the waste they generate, possibly with a building-wide coordinating team. Demonstrate the importance of proper waste management, particularly the potential for cost savings from reduced waste disposal.

Third, assure that everyone who works with hazardous materials knows how to best manage the waste. The first step is to identify what materials become hazardous waste when they are disposed. Examples from building maintenance might be light ballasts; capacitors; mercury thermometers, relays, and switches; paint, particularly oil-based paint; thinners; strippers; finishes; degreasers; and fluorescent and HID lamps.

If you have questions about whether you or any business that

leases space in your building might generate hazardous wastes, MnTAP can be a valuable resource. MnTAP is a free, non-regulatory service that offers information to any business in the state on hazardous waste issues. Call 627-4646.

Once you know what kinds of waste must be managed separately from trash, the next step is to reduce them wherever possible. Managing hazardous waste can be expensive, and you still have an exposure to liability when it is disposed. Here are some tips:

1. Keep your shop and waste storage areas clean and orderly. This makes proper management of waste easier.
2. Practice good inventory control. Don't buy anything you don't need, and use up what you buy, especially if the product has a shelf life.
3. Look for strategies to reduce the amount of hazardous waste generated. MnTAP is a good resource, or talk to your vendors about less-hazardous alternatives.

Fourth, look at how you can prevent waste in the first place. Reducing waste you or your tenants generate, including materials you now recycle, can cut your disposal costs and often leads to purchasing savings, too. And, when you dispose of less waste, you reduce your exposure to risk. Here are some tips.

1. Promote activities that reduce paper waste. These include copying two-sided, reusing the back side of a sheet of paper for scratch paper, routing documents or memos instead of printing a copy for each person, carefully proofreading documents before printing, asking to be removed from mailing lists to prevent unwanted mail, and using electronic mail and data storage.



2. In buildings with restaurants and cafeterias, work with tenants to reduce disposable serviceware and packaging.
3. Promote the use of reusable cups instead of disposable cups.
4. Encourage tenants to talk to vendors to reduce packaging, including cardboard boxes and loosefill packaging. Reuse packaging as much as possible.

On the building maintenance side:

1. Replace paper towels in rest rooms with cloth towels or air dryers.
2. Buy supplies in bulk and economy-sized packaging, but buy only what can be used.
3. Buy custodial products (cleaners, soaps, etc.) in bulk, concentrated form with metered dispensing into reusable bottles.
4. Replace disposable filters for HVAC systems with reusable filters.
5. Use energy efficient, long-life fluorescent lamps.
6. Look for latex paints or low-VOC (volatile organic compound) paints. Use up all the paint to avoid leftover waste.
7. Train employees in proper use of materials and products to avoid waste. Ask them for waste reduction ideas, too.

Finally, recycle all you can to minimize the amount of trash you have to dispose.

With this approach, you can minimize exposure to liability risks, maintain good tenant relationships, cut disposal costs, and demonstrate environmental leadership. Call the solid waste office in your county for assistance in putting together a resourceful waste management program.

Remember, there is no time to waste!!

Contributed by Cathy Lyman-Onkka, Program Analyst of Ramsey County Department of Public Health.

Business and Government -- *Are You Nuts?*

Until recently, the idea of doing business with government -- especially for small business -- was an oxymoron. However, in Minnesota in the 1990s, small businesses are finding that the government can be a helpful business partner.

The Minnesota Office of Waste Management (OWM) offers financial and technical assistance to businesses that are working to reduce pollution and/or waste or are seeking opportunities to incorporate post-consumer, recycled materials into

their products or processes.

Recyclables Market Development Grants and Loans

Last summer the OWM awarded \$1.2 Million in market development grants and low-interest loans for nine private industry projects. The financial assistance targets the development of Minnesota markets for recyclable materials including wood waste, plastics, nickel-cadmium batteries,

Business & Gov't (continued on page 23)



Today's trash could
be tomorrow's lawsuit.

Even after your wastes leave your control, they may remain your responsibility. And you may be held responsible if they are improperly disposed. Before you sign or renew any waste removal agreement, be sure:

- The waste is being disposed of at a properly licensed facility;
- The waste hauler is properly licensed and is in compliance with the law;
- The recycler has adequate and appropriate end markets for the materials being collected;
- The agreement specifies the waste will be managed as required by law.

And, as always, reducing waste and reusing materials give the greatest savings.

In Ramsey County call 292-7900
for more information and assistance.

If your business is not located in Ramsey County, call your county solid waste office for assistance.

Protect The Earth

Call 292-7900 today.
It's our bottom line.

Published by the Ramsey County Board of Commissioners
with funding assistance from the Metropolitan Council

The Perfect Business Opportunity

If anyone out there knows of the perfect business opportunity, please call me. I have a multitude of business buyers ready, willing and able to purchase such a business. Be sure, however, to pay close attention to the following criteria:

- Business makes a lot of money
- Work isn't too taxing
- Leaves plenty of free time
- No management problems
- Very little (if any) competition
- Low (or no) down payment with easy terms
- State of the art equipment/technology in place
- High status
- Audited statements to review with clear cash flow to owner
- Owner will train for one year at no compensation and guarantees success to buyer

Wait a minute! To hell with my "multitude of buyers." I'll buy it!

The point -- for those of you looking to be your own boss and buy a business -- is that this business doesn't exist. And if it does, you will never see it. Granted there are businesses that make money, plenty of money, but you will probably pay a lot of money to buy them. More than that, there are no businesses

without problems, and any good business is probably in an industry with some competition. Most owners of successful businesses work very hard and make great sacrifices to be and stay successful.

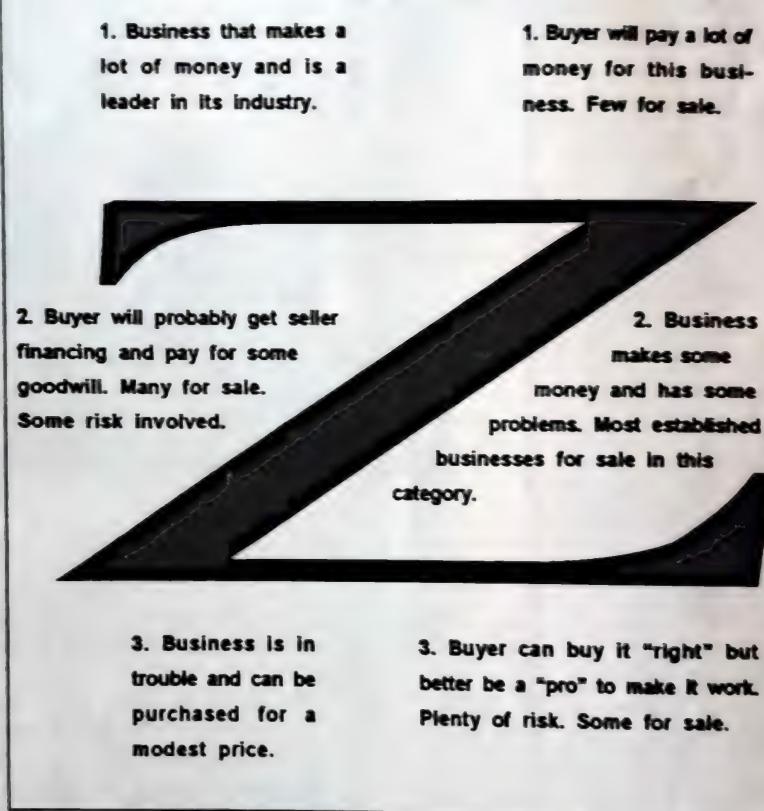
It seems that some people haven't grasped these basic principles and obvious facts of life because I (and other business brokers I assume) are constantly contacted by individuals who have these preconceived notions and criteria for a business (to be attractive for them). This experience is one that is largely different from the time of selling businesses ten years ago. It seemed back then that people were less interested in guarantees

and more interested in opportunities. The problems business buyers considered back then were there to be sure, but they were looked upon as issues to be solved, or opportunities to make the business better. They seemed to understand that they would pay for what is there based on earnings and assets, and they had to solve the problems that came with the business. There are no guarantees.

I used to graphically draw a large "Z" on a piece of paper to show potential buyers how all businesses can be "categorized" to make the point regarding businesses for sale, prices, risk and the

problems all business have to a degree.

I know it's simplistic, but it's true. The businesses on the market fall into these three categories and the businesses located on the top and bottom are usually out of reach, whether financially or in terms of expertise, for most potential "first time" buyers. Therefore, the businesses that are in the middle, or on the diagonal line are the most likely candidates for a purchase. They make some money, but they are not without problems. If you are a buyer, the



questions is: can you solve those problems?

If you have no tolerance for risk and no confidence in your management ability, *do not buy your own business*. With risks comes rewards and most successful business owners enjoy the challenge and opportunity whereas others see problems. They know there are no guarantees and don't ask for any. They expect potential owners to have the same attitude. ■

Bob Griesgraber is President and CEO of Opportunities In Business, a Minneapolis-based full service business brokerage firm that covers the Twin Cities and Greater Minnesota.

construction and demolition waste, and carpet.

Examples of those grants include:

- **Aspen Research/Anderson Corp., St. Paul, \$100,000** to study the feasibility of adding structural reinforcement materials into a composite product made from recycled plastic and wood waste.

- **U.S. Filter Recovery Services, Inc., Roseville, \$100,000** to study the feasibility of recovering components from nickel-cadmium rechargeable batteries for resale.

Low-interest market development loans went to:

- **Avon Plastics, Inc., Albany, \$87,285** to increase the capacity of Avon's post-consumer plastics reclamation line. These reclaimed plastics will become feedstock for Avon's expanding landscape products manufacturing operation and improve the quality of recycled resins sold to other manufacturers.

- **Henderson Hardwoods, Inc., Belle Plaine, \$76,500** to purchase equipment to use urban tree waste in the manufacture of pallet parts.

Waste Prevention Grants

In the area of waste prevention, the OWM is currently mulling 25 proposals. Grants totaling \$400,000 will be awarded this spring.

Since the Minnesota Legislature created the solid waste source reduction grant program in 1989, more than \$800,000 in OWM grants and over \$1 million in local matching money has been spent on 22 projects. Previously funded projects range from returnable/reusable pizza boxes and half-gallon milk and orange juice bottles to waste-preventing purchasing procedures and operations policies. They include:

- **Evergreen Solutions, Eden Prairie, \$26,120** for a feasibility study grant to conduct performance tests on a starch-based alternative to styrofoam packing peanuts.

- **Schroeder Milk Company, St. Paul, \$50,000** for a feasibility study grant to determine market potential for a refillable half-gallon milk container.

- **Delkor Systems, Inc., Minneapolis, \$35,000** for a feasibility study grant to demonstrate the waste reduction potential of a packaging process that eliminates the need for corrugated cardboard shipping containers for food products.

- **Pizza Pub, Pine City, \$50,000** implementation loan to make and use reusable pizza boxes and explore marketing them to other pizza operations.

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Technical Assistance

Through MnTAP, the Minnesota Technical Assistance Program located at the University of Minnesota, the OWM provides technical aid to businesses as they seek to reduce toxic and hazardous pollution and solid waste, as well as assistance with pollution prevention, industrial waste, emission reduction, and proper waste management.

Pollution Prevention Grants

The OWM is requesting proposals for financial grants to develop and implement new technologies or programs that prevent pollution. Pollution prevention means reducing or eliminating at the source the use, generation or release of toxic pollutants or hazardous waste. Pollution prevention does not include end-of-the-pipe treatment methods, such as incineration, de-watering or off-site recycling.

A total of \$100,000 is available. Individual grants cannot exceed \$25,000. Eligible recipients are individuals and companies that use, generate, or release toxic chemicals, hazardous and/or industrial waste. April 8, 1994 is the deadline for proposals. ■

Lucinda Lamont is an Information Officer with the MN Office of Waste Management, a state agency whose purpose is to assist business, government and the public in preventing pollution and practicing sound management of solid and hazardous waste.

Selection and Evaluation

Once you have determined that you are the type of person that can operate within the structure of the franchise industry, you have made your first step. Now you must choose from all the franchise opportunities out there, namely which field or industry offers something you would enjoy doing.

This is an important decision because you will be living and breathing this business (your new business) for a long time to come. Once you have selected one or two types of business you find interesting, then you can begin your evaluation process.

Within the franchise industry there are many different franchisors in each field. All of these franchisors have what they feel is the best program in their industry. Your evaluation and research now become critically important. You must sift through all the information and occasional rhetoric to determine which program can best suit you and your needs.

In order to do this research you need to plan on putting in some time and effort. Let's face it, if owning your own business was easy - everyone would do it. If you know where to look and who to talk to, there are some short cuts you can take to make the process efficient but more importantly, accurate.

There are many publications at your local newsstand that focus on and feature franchise opportunities and evaluation of them. These publications have already done much of the leg work for you. They have spent many hours every year evaluating, surveying and researching all aspects of hundreds of franchises. Some of these publications are Minnesota Business Opportunities, Success and Entrepreneur, which is considered the premier franchise evaluation magazine.

Entrepreneur uses detailed criteria when producing an annual list of the top 500 franchise opportunities. It is the goal of most, if not all, franchisors to make it on their Franchise 500 list every year. This past January marked the 15th year this list has been produced. There are sub-categories within the franchise 500 which can help you further evaluate the industry or service you are considering. Some of these are:

- Top 100 Franchises
- Top 30 Fastest Growing
- Top 30 New Franchises
- Top 20 Low Investment Franchises

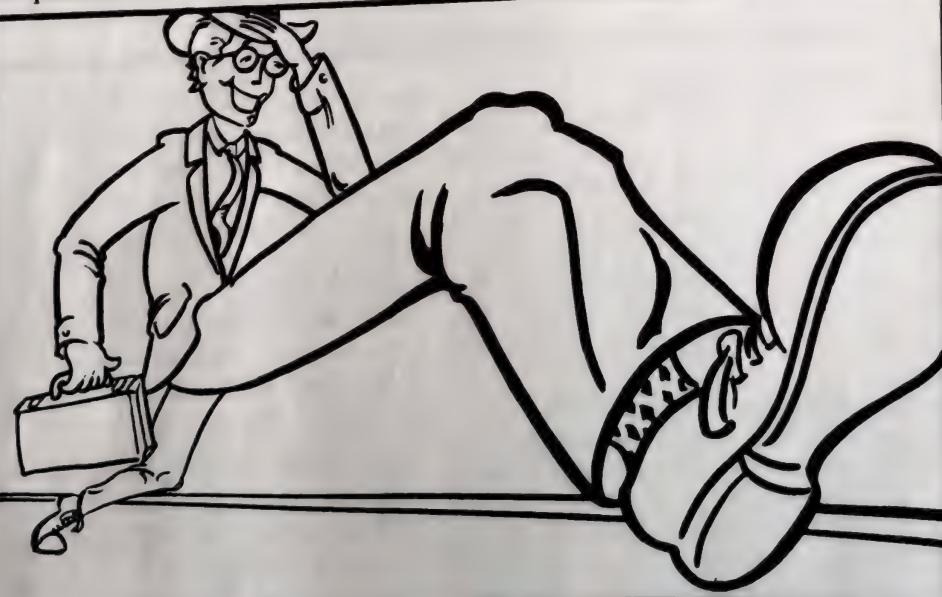
This information is a extremely valuable and lends itself to be an inexpensive tool for a potential franchisee to use in their evaluation. The January 1994 edition contains the 15th Annual Franchise 500 and can be reviewed at your local library.

When you select an industry or service you will need to arrive at an opinion of how long that service or industry will be around. This is especially important because of the rapid pace the business world changes. One way to do this is to talk to people and organizations in the industry you are interested in. Once you have determined that these types of franchise opportunities will be around for the long haul and that they are something you think you might enjoy, it's time to start your inquiries.

Simply contact these franchisors and have them mail you information about their opportunity. In most cases, this is good basic introductory information.

Provided you are still interested after reviewing the initial information, you need to get that franchisor's "offering circular" — the legal document you must have and study to make an informed decision about the franchise and to help you to decide weather or not it's for you.

Now comes the homework part of your evaluation. You must read and understand the contents of this document. I have observed many people trying to purchase franchises in many different fields that didn't know and understand what the franchise was and



how it operated. This is not a pleasant experience for the franchisee or the franchisor. Most responsible franchisors highlight the most important areas of the "offering circular" and explain these things when they give it to you. They will also ask you questions to make sure you have read and understood the document.

Many people choose to seek legal advice at this point as well. If you choose to do this, make sure you have an attorney that has experience in franchise law. This will keep the hours and fees down and will give you more accurate information.

The next step is to check references. The references generally are existing franchise owners that have purchased the franchise you are considering.

When speaking to these people, ask them questions that will help you in your evaluation. They are the ones that are already doing what you are considering. When you do this, you will get many different opinions about the franchise. If you speak to someone that has had a bad experience, don't give up. Dig a little deeper and find out why this happened. In most cases you will discover that these people didn't study the offering circular and they didn't follow the franchise policies and procedures.

A franchise is a proven method of providing a product or service. The wheel has already been invented. Most of the people you speak with that have had a bad experience have made an attempt to re-invent the wheel. Learn from these mistakes.

One other way to make an informed decision is to take a course on or about franchising. Many colleges have programs that can be of help. One example is the University of St. Thomas Center for Entrepreneurship where Cheryl Babcock is the Franchising Institute Director. She can be helpful in directing you toward the course that might best suit your personal goals.

Franchise ownership can be a rewarding and profitable investment. The key is doing your homework up front. ■

Contributed by George B. Selman, Regional Director of Jani-King of Minnesota, Inc., the largest commercial cleaning franchise company in the world.



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Success At Its Third Generation

MBO INTERVIEW

Jude Candy & Tobacco is experiencing its third generation as a family-owned business with Peter Jude taking it to a new level.

by ANTHONY F. GIOMBETTI

MBO: Considering that you are the president of Jude Candy & Tobacco, do you smoke, chew tobacco or eat candy?

JUDE: I actually did at one time smoke but made a vow, after I graduated from St. John's University in 1982, to quit. Although I do enjoy a good cigar on occasion and even after being around candy all my life, I still indulge a little. However the older you get the more concerned you become about the waist line.

MBO: What about chewing tobacco?

JUDE: I used to chew until about a year ago, but then decided to quit.

MBO: I understand that Jude Candy & Tobacco is a family-owned business that was founded by your grandfather in the early 1930's. What do you know about

the early days?

JUDE: That's true, the business was founded in 1935 by my grandfather, Bernard Jude. He grew up during the Great Depression and owned a general store located in Maple Lake, MN. He certainly saw some tough times.

When he became involved in the wholesale business, it was just him and his wife, Cecilia. Initially, they operated out of their garage. My grandfather would drive to Minneapolis to pick up the products and deliver them the next day. At night, Cecilia would do the book-keeping.

You see, Jude Candy & Tobacco was for my grandfather a one man operation. He was only responsible for himself and his family. That was it. He didn't borrow any money at all because of the attitudes he developed while growing up. His

attitude was that if you don't have to borrow any money, all the better.

There is no doubt in my mind that he wouldn't have wanted the business to grow to where it is today.

MBO: If that was the case, what happened that changed things?

JUDE: A couple of things. Years later, after graduating from St. Thomas College in 1948, my father, Victor, became involved in the business. World War II had recently come to an end and business was booming. Victor worked with my grandfather until Bernard passed away in the early 1950's.

Soon enough, my father began to add more and more trucks as well as other family members to the business. He took Jude Candy & Tobacco to a new level where the business began to really grow.

MBO: Your grandfather started the business and your father took it to a new level. Tell me how.

JUDE: The growth of Jude Candy & Tobacco was made possible largely through the building of our first warehouse in the late 1950's, the acquisition of other wholesalers in the industry and a combination of internal and external financing which have all led us to become one of the largest wholesalers in the state of Minnesota today.

He took the business from being a company that bought from other wholesalers in the industry to being a direct buyer from the manufacturers. We were no longer dependent on the other wholesalers. We were also no longer a one man operation.

During my grandfather's day, the work ethic was solid and relentless. He and his employ-

MBO INTERVIEW

ees would get up at 6:00 am in the morning and work until 10:00 pm at night. They did everything -- the sales, the driving. Each of the routes was a one man operation.

What my father did was expand on this whole operation by opening other locations in Anoka and Litchfield.

MBO: And now, you are taking it to an even newer level, right?

JUDE: Yes. During my father's time, customer service and a handshake was all that was needed to conduct business. Now, the new level that I am trying to achieve is to make every effort toward developing business partnerships with each and every one of our customers. We're not only concerned about our own growth and future but also that of our customers. In this capacity, we have chosen the motto "partnerships in profits." It is our view that we want our customers to be successful so that we can be successful.

In the age of modern technology, it seems that you can use your computer to do whatever you want. There is so much information that you can compile so as to maintain better customer relations and be a better company. We're trying to utilize the new technologies that are available and expand our product lines accordingly. We want to become the one-stop supplier for our customers. That's very important for us. I believe that the fewer suppliers our customers have to deal with the better off they'll be. The idea is that they will be better able to stay on top of their day-to-day business operations and keep up to date with changes and trends in the industry.

MBO: Tell us about yourself before you got involved with Jude Candy & Tobacco.

JUDE: It may come as no surprise that I was born and raised in Maple Lake, MN. I got involved in this business at a very young age. When I was around 5 years old, I couldn't leave my father's side and that's pretty much when it all started.

I began by stamping cigarettes, sweeping the floors, doing general cleaning, stocking shelves and so on. I did whatever was required. I can remember times when I would earn a nickel a day and later on a dollar a day.

After high school I went to college at St. John's in 1978 and worked at the family business throughout those years.

MBO: At college, did you study anything that was related to what you are doing today?

JUDE: I did. I studied business management to hopefully learn the tools necessary to manage people and deal more effectively with the day-to-day operations of the business. I also managed to squeeze in a few courses on accounting and computer science.

MBO: It sounds as if you were being bred to become the third generation of Jude's to run the business.

JUDE: For the most part, yes. In 1982 I graduated from St. John's. As soon as I came home, my father decided to go on vacation for a month. He told me that I was in charge and to run the business while he was gone.

My father had a unique way of doing things as well as running the business. Here was a guy who managed the business from memory. He knew exactly what products were com-

ing and going. He could even remember what he had ordered two months ago. This was the system he used.

But for myself, I needed to have everything on paper. Even today, I couldn't tell you what I ordered last week.

MBO: What did you do?

JUDE: I had to make sense of everything. I spent many hours on the phone talking to the manufacturers and brokers to find out what he had ordered. Slowly I was able to organize everything and put it down on paper. Only then was I able to make sense and keep track of things.

By having been virtually thrown into the thick of things, it became a learning experience that I never forgot.

MBO: How were you and your father able to maintain such an enjoyable working relationship without letting personal or family problems arise?

JUDE: I have heard plenty of horror stories about family businesses. But there is something here we have developed that I think makes a big difference -- my father trusts my judgement. Granted I don't make the right decisions all of the time, but he allowed me to learn from my mistakes.

Going back to my first day on the job, for him to give me that trust really meant a lot to me. You see, I love the industry that I am in. I love the people with whom I work. I have come to know a lot of the manufacturers and brokers and even the competition. I consider them all friends.

MBO: How many products does Jude Candy & Tobacco store in your warehouse?

JUDE: Today, we carry over

5,000 items, but this wasn't always the case. During the late 70's early 80's we used to sell products directly off the truck, much like the milkman or breadman would. When our drivers were done selling at the end of the day, they would bring back their receipts and invoices and load their trucks up again for the next day.

Then the industry experienced an increase in new product lines that our drivers weren't able to distribute efficiently. During the summer of 1982, we decided to devise a different way of doing business so that we could become more efficient and also increase the volume and range of products we could offer our customers. We decided to convert one of the routes into pre-selling where the salesperson went out and pre-sold all of the stops. Then the following day, the drivers would go out and deliver the products. This way, the salesperson could continue to sell everyday of the week as opposed to before where he was selling and delivering at the same time. As we converted more and more routes, we divided up the workforce so that our salespeople sold and our drivers delivered.

MBO: What other changes did you notice in the market place?

JUDE: Change is always difficult but critical to survival. Fortunately our employees and myself realize this and adapt. We began to notice the metropolitan area as a stronger market for us. We had a warehouse located in Anoka and Mound. We thought that by merging the two we would gain a better foothold in the metro area.

After merging the two operations, we experienced an incredible amount of growth. We

went from having no grocery operation at all to being the first wholesaler in the state of Minnesota to have one. Within one year, our sales doubled. It was just phenomenal. Unfortunately, we weren't prepared for such growth. We decided to sell that operation to another wholesaler in 1986, regroup and grow our business at a pace.

Since 1989, rather than doubling our business over one year, we grew our business in a controlled fashion by over 130 percent to the present day.

MBO: Do you think that too fast of growth can be detrimental for a business if it is not controlled?

JUDE: Certainly and that was the case for us. Being primarily a wholesaler of candy and tobacco, we knew very little about the grocery industry. We started from scratch, created a whole new line of business operations and then began to see our business more than double. Since we didn't really know what we were getting into, we decided to pull back and regroup.

MBO: Do you concentrate mostly in the outstate or in the Twin Cities?

JUDE: One of the major reasons why we decided to establish ourselves in Maple Lake was because of the growth area for our whole industry. The major shift of the population was toward the metro areas. When I say the metro areas, I don't just mean the Twin Cities. I am also talking about the population shift toward the St. Cloud area.

Obviously the bulk of our growth is in the Twin Cities but our strategic location between the Twin Cities and St. Cloud areas allows us to service all areas efficiently.



Peter Jude, right, is president of Jude Candy & Tobacco and his brother, John, is business manager.

MBO: Out of all the wholesalers in the state of Minnesota, how does Jude Candy & Tobacco rank?

JUDE: I believe we are in the top 5 in the state.

MBO: How many accounts does Jude Candy & Tobacco service?

JUDE: We are leaning towards a 1000.. grocery and convenience stores. We also started a paper division in September of 1993 where we service over 1,000 accounts.

MBO: Tell me more about your

paper division. What kind of paper products do you supply?

JUDE: Last summer, we decided to expand our market. We became involved with a company who has over 15 years of experience in the industry and

MBO INTERVIEW

so we started a paper products division called Advantage Paper. We began to target virtually any business that used paper towels, paper cups, coffee cups, copy paper, and so on.

MBO: Why hasn't Jude Candy & Tobacco ever opened up their own grocery or convenience stores or even outlets to retail their paper products?

JUDE: In looking at our paper division, we're not in business to compete with an Office Max. We feel that our customers are the type of people who don't have the time or transportation resources to go out and purchase their office paper products. As with all our divisions, Advantage Paper is very service oriented.

Our customers can call us up, make an order and then we'll deliver it to their door -- most of the time within 24 hours.

With respect to having a convenience or grocery store, we did own and operate one for 10 years. We eventually sold it, however, because we realized that it wasn't a good fit for us.

MBO: In what way?

JUDE: We decided to concentrate on what we do best; service convenience stores, not operate them. What the convenience store allowed us to do, however, was to gain a better understanding of the business we were in. Also it has helped us become more effective in addressing customer needs.

MBO: Also, don't you think that it is somewhat taboo for the wholesaler to get involved in the retail business that they are supplying?

JUDE: I agree and it did happen to us with our convenience store. In the town where the store was located, for example, other retailers didn't like the fact that we were supplying them with products and at the same time be in competition with them.

MBO: How many divisions of Jude are there?

JUDE: We presently have three divisions: Groceries, candy & tobacco, paper products and vending.

MBO: On an annual basis, what sort of revenues do these divisions generate?

JUDE: Everything considered, we bring in about \$30 million a year.

MBO: You mentioned that for your industry, Jude Candy & Tobacco is ranked in the top 5 wholesaler in the state. Tell me about how you are able to stay competitive.

JUDE: We are able to stay competitive by staying on top of current trends and changes in the industry. One of the key things we do to remain competitive is to utilize the high tech tools that we have, namely computers. We get information to our customers so that they can make a more informed decision.

One big trend which is just starting is called Point of Sale (POS) 2000. In working with our software company, we are looking forward to linking up with our retailers for direct ordering. We want to have a direct link to our retailers so that they can maintain better pricing and inventory control. It also assists us with our own inventory.

To me, that is the wave of the future.

MBO: Don't you think that some of your customers will view this change with some apprehension? After all, getting "locked in" with anyone or anything is always a big commitment.

JUDE: They might but only to a certain extent. They will always be able to change vendors. But then again, if you treat your customers as you would want to be treated and provide competitive pricing, why would they change.

MBO: Besides technology, what are some other ways that Jude Candy & Tobacco remains competitive?

JUDE: Our employees. They are the biggest asset we have. Instead of dealing with a corporate style operation, our customer will be dealing with a family style operation.

Here in Maple Lake we have a good community and a good group of people to work with. They have a strong work ethic around here.

My grandfather, my father and I have always consider our employees our second family.

I feel proud when I see this same attitude being practiced



by our employees when dealing with our customers. In my opinion, our employees can't be matched. They seem to take the company to the point where they feel it is their own.

That's the level of service and commitment our customers can expect from us. Our employees are not just out there to get their job done and go home. They want to do the very best job they can.

MBO: Considering that you are the president of a \$30 million company, I have noticed that you make yourself accessible. This seems to contradict the traditional norm of having to go through many levels when dealing with top executives in most businesses of your size. How do you explain this?

JUDE: That's true. I am proud to say that any of our customers can call in and talk to me directly; that also goes for our employees. I encourage our salespeople to let the customers know that they can talk directly to me if they have any questions or to address a concern. I'll even make sales calls or deliveries on occasion just to stay in touch.

I think that our customers take comfort in knowing that I am personally concerned about the success and welfare of their business.

MBO: You mentioned earlier that your employees have a solid work ethic. Has theft ever been a problem?

JUDE: We deal with a lot of high ticket items and theft is always a concern but never a problem. There are three characteristics that we look for in an employee: dependability, trustworthiness and self-motivation.

For the most part, we check out their references before hiring them. Also, we live in a small community and that helps too. When we do suspect something, however, we always get to the bottom of it.

MBO: What has been your greatest learning experience?

JUDE: Dealing with all kinds of personalities. In the beginning, when I got involved in the business, our Maple Lake operation was small and had only eight employees. We now have 40.

MBO: Did you come from a large family?

JUDE: Yes, I came from a large, Catholic, Irish family of 11 children; six sisters and four brothers.

Throughout the years, all of my brothers and sisters have in some way or another been involved in the business.

MBO: I assume that you're married and have children?

JUDE: Yes. About 10 years ago, I was fortunate enough to meet my wife, Anna Maria, who is originally from Peoria, IL.

I tend to view life and business like this: whatever I accomplish or envision today is for tomorrow. My hard work is for my wife and family. It is also for my parents and brothers and sisters too. I believe that everything I do has either a direct or indirect effect on our family name.

It's a family business and I want to see it continue to grow and survive for many more generations. I am the third generation of Jude's. My oldest son, Mark, is already saying that he's the fourth generation Jude for this business.

MBO: What are the names of your other children?

JUDE: Besides Mark, I have 3 daughters; Justine, Jacinta and Gabriella.

MBO: It sounds as if being with your family is very important to you. Is that where you try to spend most of your free time?

JUDE: Yes, we make every effort to do activities as a family. Everyone seems to enjoy camping, although at first my wife needed some encouragement. Nothing beats getting away from it all and relaxing with your family. The kids love it too and so does my wife, although at first she needed some encouragement.

MBO: Based on your experience, do you have any advice for today's business owners?

JUDE: Yes, stay in touch with your industry, customers and employees. It is critical that you never lose your feel for it. Finally, be innovative and open to change. ■

Anthony F. Giombetti is Editor in Chief of Minnesota Business Opportunities.



Need a Notebook Computer?

Although their prices continue to fall, typical portable computers still cost 30 to 40 percent more than comparable desktop models. At such prices, how do you recognize the cutting edge in terms of weight, hard-drive size and display quality?

The size and weight of a portable computer is your first consideration. There are four size categories: portable, laptop, notebook and palm top. A portable computer is simply a desktop computer with a handle that relies on an AC outlet. Laptop computers run off batteries and weigh between seven and 10 pounds — a cumbersome weight when catching a taxi.

The smaller notebook computers are stealing the portable show. Notebook computers promise to deliver the power of a desktop PC in as little space as possible. Weighing four to seven pounds, a notebook can slip into a briefcase. Subnotebooks weigh under four pounds. To reduce its weight, subnotebooks often eliminate the built-in floppy drive. Although super-slim, such notebooks then require you to haul around an external drive or a cable and software to transfer files from one computer to another.

For the most portability, select a palm top PC. While laptops and notebooks run for a few hours on special battery packs, palm tops live for weeks on ordinary AA batteries. One popular model is the Hewlett-Packard 100LX. But a palm top is no serious substitute for a bigger portable computer. The 100LX's keyboard, for example, is designed for two-finger typists.

THE BACKBONE OF A PORTABLE

To save space, the portable keyboard has fewer keys. Even the distance between keys or the keys themselves sometimes are reduced. Avoid a keyboard that doesn't have distinct Home, End, PgUp and PgDn keys. Some manufacturers require you to press a special function key to use these popular keys. Cursor keys are best placed in a diamond or inverted T configuration so that the Up Arrow key is on top, the Left arrow key is on the left, and so on. Also note where the Ctrl and Alt keys are placed. These differences may be awkward as you switch between your laptop and desktop keyboards.

Most laptops come standard with 2MB or 4MB of memory. If using Microsoft Windows, insist on 8MB of RAM, although you could subsist on 4MB. If using DOS programs, consider

sticking with 2MB or 4MB. Most laptops can be expanded to at least 8MB and sometimes up to 20MB or even 64MB.

Depending to what degree your laptop will mimic your desktop computer, the hard-drive size may vary. If you want the laptop to be a complete substitute for your desktop computer, consider about 200MB. This figure gives you enough storage for 50MB worth of applications (for example, a half dozen Windows programs, each requiring 6MB to 8MB), plus another 50MB for your work files, and another 100MB for future growth. If your portable computer is only a shadow of your main computer, consider a hard disk of 40MB to 100MB.

SCREEN TO GO

Thanks to *supertwist* and triple-supertwist LCDs, today's laptop screens let you clearly see the screen from several angles with better contrast and lighting. To improve readability, especially



in dim light, some laptops include *backlighting* or *edgelighting* (also called *slidelighting*). Backlit screens provide light from a panel behind the LCD. Edgelit screens get their light from the small fluorescent tubes mounted along the sides of the screen. Some laptops exclude such lighting systems to lengthen battery life. If you ever need to work in a dim airliner or hotel room, insist on backlighting.

Most LCDs use *passive matrix* displays. Each dot, or pixel, on the screen shares electrodes with other dots. Because of the sharing, the screens can be slow. The more-expensive *active matrix* (also known as a thin-film transistor or TFT) screens have a separate transistor for each pixel, providing sharper and richer colors. The Sharp 86S0, for example, delivers vibrant colors.

Selecting a color screen is a choice between money and vivid color. Monochrome laptops are very affordable and show shades of gray in lieu of colors. Passive-matrix color LCDs add only \$500 to \$800 to a portable notebook's price, but passive technology may cause the colors to appear washed out. Active-matrix color screens provide colors better than that of a desktop computer.

Marv Valento is Senior Vice President of PC Tailors, a Minnesota-based six-store chain of computer stores. Locally owned and operated, PC Tailors assembles and tests its computer systems in its Twin Cities factory.

Profiling MN Business Owners

Popin Along The Way

"Do it right, do it the best that you can and do it for a reasonable price -- regardless of the complaints you may receive." This is the philosophy that Brian Goetz, part-owner of Tom's Popcorn Shop in south Minneapolis, advocates when running his business.

Tom's Popcorn Shop has been in business since 1979 when his father, Tom, bought the store. At the time, Brian was a senior in high school and planning on going to college where he wanted to become a policeman. "I started working for my Dad in 1981," says Brian. "The idea was to work my way through college."

Fortunately for the customers of Tom's Popcorn Shop, Brian never became a policeman. He finished college but continued to work for his father and today is proactively involved in the business as an owner. Brian works about 60 hours a week retailing 40 different flavors of popcorn where the biggest seller is regular buttered popcorn. "We also sell ice cream and gift cans for the holidays," says Brian.

To pay the bills each month, Tom's Popcorn Shop maintains a high traffic count of customers where the average sale is \$2.00. "The last part of spring and early summer are the more active times for us,"



says Brian. "Of course, December is also a very good month."

Brian likes being his own boss and enjoys his work and the customers he serves. "We sell a

terrific product at Tom's Popcorn shop," says Brian. "I know this because we have a lot of repeat customers." ■

The Designing Woman

In-vironments, STM2 has been space planning and designing professional offices for eight years. "My business success is based on my ability to eval-

uate clients needs and desires for the proper work environment," says Linda.

Linda Gregoire founded In-vironments, STM2 upon

completion of her degree in Interior Design. Prior to this, she had extensive experience as a certified registered dental assistant, eventually becoming of-

fice manager in a large multiple doctor practice.

In-vironments, STM2 provides all types of commercial design services from space plan-

ning to complete interior project specification and management. Linda's focus is primarily in the design of dental and medical offices but also does contract work with other commercial projects. Attention is directed toward the doctor's personal preference, the adaptability of the office environment to patient acceptance and comfort while coordinating all of this with management and office efficiency.

Covering the Twin Cities market, Linda hires out independent contractors for her work. The largest percentage of her business customers are in health care, dental and medical office environments. ■



MN Business Doctor

20 QUESTIONS

Do you have a checklist for preparing a business plan or promotional packet for my business?

J.A., Bloomington

This is a warm-up for building your business plan and will assist you to succinctly describe it whenever you have an opportunity to promote it.

1. Type of business.

2. Product or service.

3. Purpose of business.

4. Attach the following:

- Data Sheet/Brochures
- Diagrams/Sketches/Photos
- News Releases/Related Articles

5. Target Market.

6. Target Audience.

7. Product/Service Applications.

8. Top Three Benefits of your Business.

- A.
- B.
- C.

9. What caused the development of your Product/Service?

10. Is this Product/Service used in connection with other Products/Services?

11. List the Top Three Objections to buying immediately.

A. _____

B. _____

C. _____

12. Competition.

13. How is Product/Service differentiated from that of the competition?

14. Pricing (and Competition).

16. Plans for Advertising/Promotion.

17. What a customer should conclude from exposure to Product/Service?



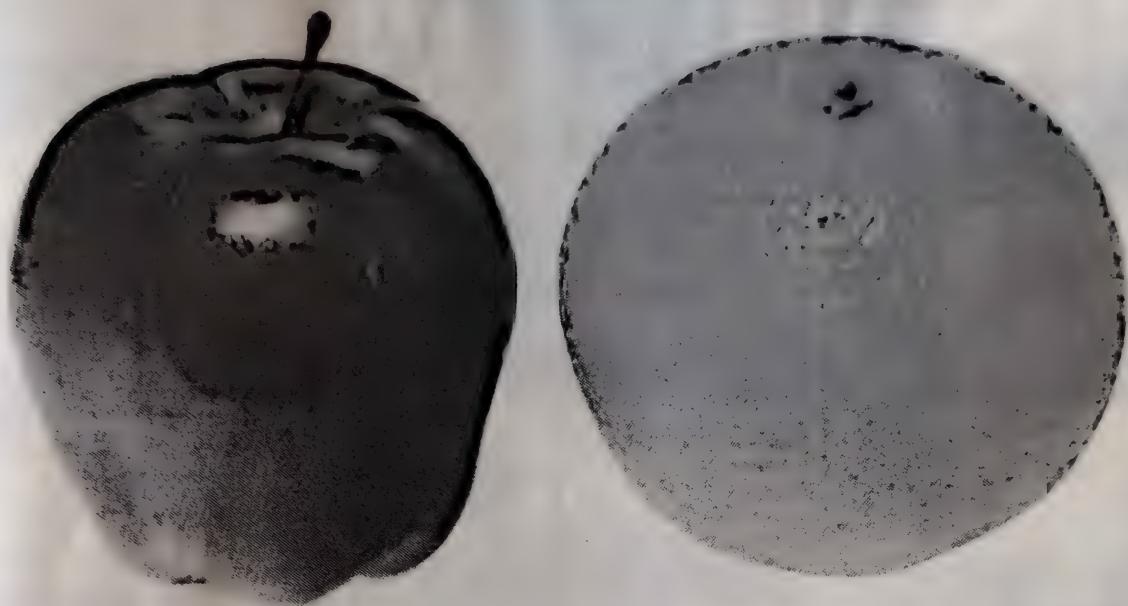
18. Condense the key message of your business into twelve words or less.

19. When will your Product/Service be available?

20. Comments.

If you have a business-related question, mail or fax it to the MN Business Doctor, Minnesota Business Opportunities, 4445 W. 77th Street, Suite 132, Minneapolis, MN 55435; (612) 844-0401. Writers will be identified only by initials and city. Questions may be edited for space.

There Is A Difference In Business Brokerage Companies



Today, business owners need professional guidance when it comes to buying or selling a business. As one of Minnesota's largest and most experienced business brokerage companies, with a portfolio of hundreds of listings, our team of dedicated professionals is ready to go to work for you.

SUCCESS RESULTS FROM . . .

- Packaging your business to fairly represent the tangible and intangible assets that make your business what it is.
- Advising you on how to sell your business successfully, and without damaging it in the process.
- Aggressively advertising and marketing your business.
- Helping to negotiate an agreement towards a successful conclusion.
- Having the knowledge to come up with creative solutions.
- Business valuations: whether you are considering selling or not, there are many reasons to know what your business is worth. We have provided expert opinions on hundreds of businesses. We know the market.

For more information,
call Bob Griesgraber at (612) 331-8392.

**OPPORTUNITIES
IN BUSINESS**

9433 Broadway St. N.E., Suite 555
Minneapolis, MN 55413

Businesses For Sale

Manufacturing, Wholesale Distribution, Service, Retail, Bars/Restaurants, Motels/Resorts, & Other Various Industries

MANUFACTURING

DOOR MANUFACTURING / SERVICE

Location: NW Suburbs
Price: \$155,000

Wholesale / Retail Sales, Service and installation of garage doors, pre-hung service doors, storms doors, windows and sunrooms. Stanley & Bostitch, inventory approx \$35,000 not included in price. Currently owner operated, good location in a growing area, 2400 sf Bldg w/ 1+ acre. Call Gwen, HIGHVIEW INVESTMENTS 424-4847.

COMPUTER MFG / DIST

Location: Twin Cities
Price: \$450,000



High growth mfg/dist company had \$3.8 million in sales in 1993, 60% up from 1992. Price includes \$150,000 in receivables, \$200,000 in inventory, \$25,000 in F.F.E. Call Kenan, CALHOUN COMPANIES (612) 831-3300.

CONCRETE

Location: Northern MN
Price: NA



Ready Mix. Small company. Great location. Call Stan Gibbs, CALHOUN COMPANIES (612) 831-3300.

MACHINING

Location: Metro
Price: \$500,000



Specialty CNC machining. Five county Metro area. Adjusted Net \$189,000+. Requires substantial cash and job shop experience. Call Nick, CALHOUN COMPANIES (612) 831-3300.

MANUFACTURING

Location: N/A
Price: N/A

SPECIALTY PAPER, GIFT & PACKAGING. Take advantage of an unique opportunity to purchase a fast growing very profitable (15%+ pre-tax profit) well established, niche marketer. Would make a nice add-on for a printer, gift & stationary dist. or a Financial buyer with a good management team. Price range \$7-figures. Client #53102/Bruce Behm /QUAZAR CAPITAL CORP. 12800 Industrial Park Blvd. Suite 240, Plymouth, MN 55441. Phone: 612-550-9000 Fax: 612-550-9109.

MANUFACTURING

Location: Plymouth
Price: \$1,000,000

Specialty paper, gift & packaging. Take advantage of

an unique opportunity to purchase a fast growing (15%+pre tax profit) well established, niche marketer. Would make a good management team. Call Bruce Behm, QUAZAR CAPITAL CORP. (612) 550-9000

MANUFACTURING

Location: Wisconsin Border Town
Price: \$195,000

Revenues of \$375,000. This custom cabinet manufacturing shows good bottom line. Has had strong increase in sales without advertising. Sales area could be expanded. Call Merv Nelson, INVESTORS OF MINNESOTA, INC. (612) 922-7211.

MANUFACTURING

Location: NA
Price: NA



Explosive potential in office equipment industry. Prime for second stage. Need minimum of \$250,000. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392

MANUFACTURING

Location: Central Minnesota
Price: \$3.9 Million

Manufacturing related to agriculture. Central Minnesota location. Quality opportunity. Call Clark Miller, BURNET REALTY (612) 885-8341.

MANUFACTURING

Location: Twin Cities
Price: NA



Catalog sales. National dealer network. 22 years established. Sales of \$2 million plus. Call Stan Gibbs, CALHOUN COMPANIES (612) 831-3300.

MANUFACTURING

Location: Central Wisconsin
Price: NA

Outwear Manufacturing. Doing \$750,000 annually with excellent growth potential. Large building with room to expand. Health forces sale. Present income achieved without sales staff and virtually no advertising campaign. Call THOMAS N. TYLENDY REAL ESTATE (715) 873-4586.

PLASTIC MANUFACTURING

Location: Southeastern MN
Price: NA



Well established. Excellent price and terms. Call Bob C., CALHOUN COMPANIES (612) 831-3300.

PLAYGROUND EQUIPMENT

MANUFACTURING
Location: Twin Cities
Price: \$20,000 CASH

Commercial playground equipment manufacturing. Nonresidential Sales throughout United States. Terms: Cash. Call Roger Troyer, INVESTORS OF MINNESOTA (612) 922-7211.

SIGN MANUFACTURING

Location: NA
Price: NA



Well established in metro. Solid reputation for Quality. Makes variety of commercial signage. Call Agent, OPPORTUNITIES IN BUSINESS at (612) 331-8392.

WHOLESALE / DISTRIBUTION

APPLE ORCHARD

Location: Rice County
Price: \$350,000



An enchanted tree filled valley with a true apple orchard business. A comfortable contemporary style home, 41 acres, 5000 apple trees, 15 varieties, irrigated and tiled. Call Ruth or Al at AL THORPE REALTORS, NORTHFIELD, MN (800) 846-4491.

DISTRIBUTION

Location: Hennepin County
Price: \$39,000



Specialty item sold from Kiosk displays. 21 Kiosk displays and inventory. Call Ernie Gertzen, CALHOUN COMPANIES (612) 831-3300.

WHOLESALE AUTO PARTS & REPAIR

Location: Suburbs
Price: \$400,000



Revenues of \$750,000. Well established with seller financing. Call Stan Gibbs, CALHOUN COMPANIES (612) 831-3300.

BULK OIL DISTRIBUTION

Location: West Central MN
Price: \$79,000



Business includes 1984 Chevrolet C70 bulk truck, 70,000 bulk storage facility with warehouse and pumping equipment. Call Commercial Division, MINNESOTA REALTY (218) 547-1700.

DISTRIBUTION

Location: Minnesota
Price: N/A

(Continued Next Page)

Please say you saw it in Minnesota Business Opportunities®

Established name brand seasoning & breading business currently statewide distribution. Can be expanded. Call Commercial Division, MINNESOTA REALTY (218) 547-1700.

DISTRIBUTOR
Location: Metro
Price: \$12,500



Revol distributor. 3 metro territories. Brand name products to convenience stores and gas marts. Excellent return on time and investment. Call Jack, CALHOUN COMPANIES (612) 831-3300.

SERVICE

ADVERTISING
Location: See Below
Price: \$65,000



Cash payment. Well established direct mail advertising company. \$300,000 in gross sales. Great growth potential. Minneapolis/St. Paul and St. Cloud and Rochester coverage. Call Wally, CALHOUN COMPANIES (612) 831-3300.

AEROBIC STUDIO

Location: North St. Paul Suburb
Price: \$60,000



800 students. Income to owner of \$37,000. Toning and step classes. Special events. Dance classes and nutrition seminars. Call Bruce Halverson, CALHOUN COMPANIES (612) 831-3300.

ASPHALT BUSINESS

Location: NA
Price: \$150,000



Residential and commercial. Thriving business in suburbs. Only \$50,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392

AUTO

Location: North East Mpls.
Price: \$60,000



Auto & truck repair. Mobile repair company. 3 years old. Newer van. Complete auto care goes to the repair. Call Stan Gibbs, CALHOUN COMPANIES (612) 831-3300.

AUTO DETAIL

Location: Twin Cities
Price: \$32,000



Auto, truck, limo, and motorhome cleaning (also does pinstripping and radio installation). Lots of repeat business. Only \$20,000 down. Call Nick Strandberg, CALHOUN COMPANIES (612) 831-3300.

AUTO FRANCHISES

Location: Metro Area
Price: NA



Eight in metro area, one outside. Up and running. Solid national franchise. Auto after market. Buy one or more. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

AUTO PAINT, CHIP & REPAIR

Location: Metro
Price: \$85,000



Auto paint, chip & scratch repair. Work with metro

auto dealers. Two fully equipped vans. Top paint system. Excellent cash flow. Call Jack, CALHOUN COMPANIES (612) 831-3300.

AUTO REPAIR

Location: NA
Price: NA



Need owner-manager. Mechanics will stay. Excellent volume. Established many years. Terms. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

AUTO & TRUCK REPAIR

Location: S.W. Suburbs
Price: \$50,000



Auto repair business. Seller financing. Excellent location. Call Stan Gibbs, CALHOUN COMPANIES (612) 831-3300.

BEAUTY PARLOR AND HAIR PRODUCTS/COSMETICS OUTLET

Location: Golden Valley
Price: \$30,000

New listing. Well established location. This one is different - it makes money! Call Clark Miller, 885-6341 / 922-4848 BURNET COMMERCIAL GROUP.

BEAUTY SHOP

Location: Minneapolis
Price: NA



Current owner moving out of state after owning this profitable shop for 11 years. Shop also has rental income from three stations. Call Harry Baker, CALHOUN COMPANIES (612) 831-3300.

BEAUTY SHOP

Location: Minneapolis
Price: \$28,000



Owner retiring after 30 years. 6 stations. Owner netting \$30,000 plus. Seller financing available. Call Stan, CALHOUN COMPANIES (612) 831-3300.

BEAUTY SALON

Location: Shoreview
Price: \$35,000

Revenues of \$138,000. 6 stations. Well established business in strip mall. Established clientele. Call Roger Troyer, INVESTORS OF MINNESOTA (612) 922-7211.

BLACK TOPPING

Location: Twin Cities
Price: \$90,000



Revenues of \$225,000. Well established paving business. Owner retiring. Seller financing. Call Stan Gibbs, CALHOUN COMPANIES (612) 831-3300.

BOWLING ALLEY

Location: Metro
Price: \$800,000

32 lane bowling alley. Excellent condition. Bar and entertainment. Gross on bowling alone about \$350,000. Food and liquor varies from \$500-\$900,000. For more information, call DJ Sikka, RESTAURANT BROKERS (612) 929-9273.

CAMP GROUND

Location: Near Metro
Price: N/A



Two camp grounds available. Get in now for spring. Both within hour of Twin Cities. Call Ben Fugate, CALHOUN COMPANIES (612) 831-3300.

CAR WASH

Location: Western Suburb
Price: \$210,000



Self serve, coin operated car wash. Six years old. Four bays. Great location! Owner anxious. Call Wally, CALHOUN COMPANIES (612) 831-3300.

CAR WASH

Location: NA
Price: NA



4 bay, brand new, 1 bay touchless, great location. Seller will sacrifice. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

CAR WASH

Location: 5 County Metro
Price: \$375,000



8 bay self service car wash. In perfect condition. South suburb location. Profitable. Includes RE. Call Nick Strandberg, CALHOUN COMPANIES (612) 831-3300.

CARPET CLEANING

Location: NA
Price: NA



Telemarketing business presently doing \$30,000 a month. With monthly income of \$5,800. Excellent customer base. Call Bruce Halverson, CALHOUN COMPANIES (612) 831-3300.

CLEANING RESTORATION

Location: Metro
Price: \$125,000



1993 revenues of \$550,000. High percentage insurance referrals. Business includes four trucks. Down payment of \$50,000. Call Bruce Halverson, CALHOUN COMPANIES (612) 831-3300.

COMMERCIAL CLEANING

Location: Metro
Price: NA



Excellent metro area commercial accounts. Money maker. Seller will finance. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

COMPUTER BUSINESS

Location: NA
Price: \$800,000



Sells turnkey systems and maintenance, service contracts. Excellent profits. \$400,000 down. Call Agent OPPORTUNITIES IN BUSINESS (612) 331-8392.

CONVENIENCE

Location: N/A
Price: N/A



In downtown office building. Good profits. Open M-F 9-5 PM. Only \$20,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

(Continued Next Page)

SERVICE

"please say you saw it in Minnesota Business Opportunities"

COURIER SERVICE

Location: Twin Cities
Price: NA



Niche in medical industry. Metro area accounts. Good profits. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

CHARTER BOAT

Location: Lake Minnetonka
Price: \$150,000



1970 party boat, third largest on Lake Minnetonka. Many bookings already made for the summer. Assumable financing. Call Wally Kocemba, CALHOUN COMPANIES (612) 831-3300.

DIRECT MAIL

Location: NA
Price: NA



#1 direct mail franchise in the U.S.! Call OPPORTUNITIES IN BUSINESS at (612) 331-8392.

DRY CLEANING

Location: Twin Cities
Price: NA



Five locations. Four "drop" stores and one plant. Well known name. Seller financing. Call Agent at OPPORTUNITIES IN BUSINESS (612) 331-8392.

DRY CLEANERS

Location: South Suburbs
Price: \$275,000



Eight year old facility located in busy shopping area. Call Nick, CALHOUN COMPANIES (612) 831-3300.

DRY CLEANERS

Location: Northwest Suburbs
Price: \$45,000



Only \$45,000 in northwest suburbs. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

ENGRAVING

Location: NA
Price: NA



Established 30 years. Solid sales and profits. Only \$60,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

EQUIPMENT RENTAL

Location: Twin City suburb
Price: \$800,000



Includes 3 acres of land and bldgs. On major highway. \$400,000 down. Call Nick Strandberg, CALHOUN COMPANIES (612) 831-3300.

ENTERTAINMENT

Location: N/A
Price: \$N/A



Hi-Tech. Show stopping entertainment company. Over \$300,000 in equipment. Fortune 500 accounts. Sensual & fun business. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

ENTERTAINMENT AGENCY

Location: NA
Price: \$30,000



Books acts locally, nationally and overseas! Call

Agent at OPPORTUNITIES IN BUSINESS (612) 331-8392

EXECUTIVE SEARCH

Location: N/A
Price: \$80,000



Niche in industry. Excellent money maker. Seller will train. \$80,000 with \$40,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

FAST FOOD

Location: South Central MN
Price: \$N/A



Subs, salads, & yogurt. Large south central Minnesota city. New concept. New equipment. Operative & ready to grow. Assets sale. Fine opportunity. Call Jack Mertes, CALHOUN COMPANIES (612) 831-3300.

FITNESS CENTER

Location: North of Metro
Price: \$265,000

Revenues of \$125,000. A well-equipped fitness center with 14,000 sqft. pre-cast building on a major highway. Needs promotion-minded owner/operator. Seller very flexible on terms. Call Merv Nelson, INVESTORS OF MINNESOTA, INC. (612) 922-7211.

FRANCHISE OPPORTUNITY

Location: NA
Price: NA



Est. business, franchise support. Fantastic profits. Refinishes porcelain fixtures. Low down. Call Agent OPPORTUNITIES IN BUSINESS (612) 331-8392.

FRANCHISE OPPORTUNITY

Location: NA
Price: NA



Automotive Aftercare. Hundreds sold across the U.S. Eight available here! Call Agent OPPORTUNITIES IN BUSINESS (612) 331-8392.

GLASS BUSINESS

Location: \$38,000
Price: NA



Installs glass - residential, commercial, some vehicles. Call Agent at OPPORTUNITIES IN BUSINESS (612) 331-8392

GRAPHICS

Location: NA
Price: \$450,000



Well established, Sheet fed commercial and profitable. Excellent staff and equipment. \$150,000 down. Call Agent, OPPORTUNITIES IN BUSINESS at (612) 331-8392.

KITCHEN TUNE-UPS

Location: Metro
Price: \$55,000



Run this one from your home. This is a cabinet refacing franchise business. Franchise for south suburbs and Dakota County. Call Lowell, CALHOUN COMPANIES (612) 831-3300.

LAUNDROMAT

Location: N/A
Price: \$160,000



Full service. New equipment & leasehold. Seller sacrificing. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

LAUNDROMAT / DRY STORE

Location: West Suburbs
Price: \$175,000



Self service laundromat & dry clean pickup store. Dry clean is two thirds of business. Laundromat is one third of business. Price includes real estate. Can be bought without real estate for \$75,000 with 25% down. Call Nick Strandberg, CALHOUN COMPANIES (612) 831-3300.

LAUNDROMAT / TANNING

Location: North Suburbs
Price: \$160,000



North suburbs location. First class operation. Over \$200,000 in improvements. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

LAWN & GARDEN

Location: Minneapolis
Price: \$95,000



Great corner location for any business. Priced for a quick sell with real estate. Call Harry Baker, CALHOUN COMPANIES (612)-831-3300.

LAWN SERVICE / SNOW PLOW

Location: NA
Price: NA



Solid customer base. Nice profits. Only \$20,000 down. Call Agent OPPORTUNITIES IN BUSINESS (612) 331-8392.

MAIL ORDER

Location: NA
Price: \$550,000



Sales in excess of \$1,200,000. Can be bought with or without real estate. Currently housed in newer 7,000 sqft. bldg. Glossy catalog mailed once a year. Call Nick Strandberg, CALHOUN COMPANIES (612) 831-3300.

MAIL / SHIPPING

Location: NA
Price: NA



Great location, offers mailing, shipping services, only \$15,000 down. Call Agent, OPPORTUNITIES IN BUSINESS at (612) 331-8392.

MANAGEMENT TRAINING BUSINESS

Location: NA
Price: \$45,000



Well established customer base. Sales driven. Four year old franchise of highly respected international organization (rated #1 training franchise by Entrepreneur magazine). Terms available. Full training included. (612) 476-6099

MARINE & SNOWMOBILE

Location: Metro
Price: \$300,000



Sales and service. Profitable. Price includes RE. Call Nick, CALHOUN COMPANIES (612) 831-3300.

(Continued Next Page)

MINI-STORAGE

Location: North Suburbs
Price: NA



Solid profits. Well maintained. Excellent location in north suburbs. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392

MOTORCYCLES

Location: 10 County Metro
Price: \$200,000



Revenues of \$795,427. Sales & service of motorcycles, snowmobiles, ATVs, scooters and go-carts. Price includes approx. \$160,000 of parts and inventory. Twin Cities location requires \$200,000 down. Call Nick Strandberg, CALHOUN COMPANIES (612) 831-3300.

ONE HOUR PHOTO

Location: St. Paul Suburb
Price: \$90,000



Volume approximately \$384,000. Call Bruce Halverson, CALHOUN COMPANIES (612)-831-3300.

PICTURE FRAMING

Location: Minneapolis
Price: \$199,000



Established 20 years. Profitable and easy to operate. Terms available. Call Ernest P. Gertzen, CALHOUN COMPANIES (612) 831-3300.

POSTAL SHIPPING ETC.

Location: N/A
Price: \$90,000



Equipped for commercial. Buy equipment and customer lists for only \$55,000. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392

Over \$1 million in sales. Asking \$90,000 with \$40,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

PUBLICATION

Location: NA
Price: \$75,000



National magazine, broad appeal, niche in industry, tremendous growth potential. \$25,000 down. Call Agent, OPPORTUNITIES IN BUSINESS at (612) 331-8392.

PUBLICATIONS

Location: see below
Price: see below



MN - Weekly, west of Mankato, \$20,000 down; weekly, west of St. Peter, \$40,000 down. IA - No. Iowa, sales of \$150,000; country seat weekly, sales near \$500,000, many extras, heavy down. WI - County seat weekly with sales of \$300,000, fine ad base plus many legals, heavy down, huge net, northern area. Call Lowell Webster, CALHOUN COMPANIES (612) 831-3300.

PRINTING

Location: NA
Price: \$55,000



Equipped for commercial. Buy equipment and customer lists for only \$55,000. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392

PRINTING

Location: St. Cloud
Price: \$245,000



J-B REAL ESTATE, INC.

Specialists in petroleum-related properties

CONVENIENCE STORE/GAS

- North St. Paul Suburb. Ex. Facility. Gross of \$1.1M
- So. MN. County Seat Town. Steady volume. Gross of \$850K
- So. MN. Rochester area. 1,440 sqft. Gross of \$875K and growing.

CONVENIENCE STORE PACKAGE

6 Units. No. St. Paul Suburbs.
Attractive cash flow.

SIX BAY SERVICE STATION

Northern suburbs - Good cash flow

RESTAURANT SITE

High traffic. So. suburbs location.
46,500 sqft. Ready to build.

BAR/RESTAURANT

Super location. South suburbs. \$700K gross.

CONTACT: JOE BERGLOVE - BROKER
(612) 441-6117

SERVICE

Includes RE & commercial RE rental income. Equipment includes three AB Dick 360 presses & Canon color laser copier. Good opportunity for printer/operator. Adjusted Net \$56,000+. Call Lowell Webster or Nick Strandberg, CALHOUN COMPANIES (612) 831-3300.

PRINTING

Location: South Suburbs
Price: \$300,000



AB Dick 9800 series presses. Adjusted net \$129,000 plus for owner operator. Requires \$125,000 cash down. Call Lowell Webster or Nick Strandberg, CALHOUN COMPANIES (612) 831-3300.

PHOTO PROCESSING

Location: Metro
Price: NA



Excellent location in metro area. Franchise. Excellent profits. Only \$50,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

RACQUETBALL/FITNESS CLUB

Location: Twin Cities Suburbs
Price: \$285,000



Club also offers nautilus, free weights, wally ball and aerobic classes. Revenues of \$176,000. Includes RE. Call Nick Strandberg, CALHOUN COMPANIES (612) 831-3300.

(Continued Next Page)

BROKERS

Refer Your Clients
With Confidence To
An Attorney With A
Proven Record For
Closing Transactions.



DAVID HOILAND
Attorney At Law
339-3100

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THOMAS N. TYLENDA REAL ESTATE

Wisconsin Business Opportunities

MOBILE PARK / 12 UNIT APT.

MANUFACTURING ■ FISH PROCESSING

BOWLING CENTERS

BANQUET HALL

SKI / GOLF RESORT

GOLF COURSE ■ COUNTRY STORE

RESORTS / LODGES ■ MOTELS

CAMPGROUND ■ MOBILE HOME PARK

INVESTMENTS ■ COMMERCIAL BLDGS

(715) 873-4586

SERVICE

RECYCLING BUSINESS

Location: Bloomington & Fridley
Price: NA

Two established redemption centers buying back aluminum and accepting multi-materials. 1992 gross revenues of \$385,000. Two capable employees. Price includes scales, semi trailers and all equipment for operation. Purchase price can be recovered in relatively short time period. Included is transportation, processing/marketing agreement for material. Will assist in smooth transition. Contact EBR at 835-6075.

RENTAL BUSINESS

Location: NA
Price: NA

Rental equipment, trucks, RV's, packing supplies, etc. Estab. over 30 years. Good profits. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

RESIDENTIAL CLEANING

Location: NA
Price: NA

Solid accounts, good profits, only \$30,000 down. Call Agent OPPORTUNITIES IN BUSINESS (612) 331-8392.

RESTORATION & CLEANING

Location: N/A
Price: \$45,000

Mobile unit with high pressure unit. Also does acoustical tile & carpet cleaning. Asking price for all \$45,000 with \$29,000 to owner/operator. Call Bruce Halverson, CALHOUN COMPANIES (612) 831-3300.

SECURITY COMPANY

Location: Minneapolis
Price: \$350,000

Sales of \$900,000 with excellent profit. Well established. Alarm response and industrial security. Call Ernest P. Gertzen, CALHOUN COMPANIES (612) 831-3300.

SERVICE

Location: NA
Price: NA

Cleans and repairs grocery carts. Only \$12,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

SIGN BUSINESS

Location: Southwest Suburbs
Price: NA

Interior signs, graphics in southwest suburbs. Excellent growth. Raw equipment. Call Agent at OPPORTUNITIES IN BUSINESS (612) 331-8392.

TANNING SALON

Location: Suburbs
Price: NA

Two great locations. Total of 16 beds. Also retail apparel sales. Asking \$40,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

TEMP AGENCY

Location: Minneapolis
Price: \$75,000



Temporary employment agency. Well established in a niche market. Owner reports approx. \$250,000 in business for 1993. Call Wally, CALHOUN COMPANIES (612) 831-3300.

TRUCKING

Location: NA
Price: NA



Local carrier, full licensed and equipment, excellent profits. Terms to qualified buyers. Call Agent, OPPORTUNITIES IN BUSINESS at (612) 331-8392.

TRAVEL

Location: Minneapolis

Price: \$150,000

Seller wants offer. Sales of \$500,000. Low overhead. Call Ernest P. Gertzen, CALHOUN COMPANIES (612) 831-3300.



UNIQUE AUTO BODY

Location: N/A

Price: \$200,000



Specializes in vintage auto's. Very successful & growing. Need at least \$200,000. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

VIDEO STORE

Location: Buffalo

Price: \$50,000

3,500 plus titles. 13 years established in Video Sales & Service. Owner wants this business SOLD! Call Roman Roos, BURNET REALTY (612) 949-4763.

VIDEO STORE

Location: Northwest Suburbs

Price: \$25,000



Northwest suburbs. Only \$25,000 with \$15,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

VIDEO STORE & PHOTOGRAPHY

Location: N/A

Price: \$250,000



Over 10,000 tapes for rental. Studio & 1 hour processing. Excellent money maker. \$250,000 with \$90,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

VOCATIONAL SCHOOL

Location: Twin Cities

Price: NA



A well established and large pet grooming school. Asking \$50,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

WATER REMOVAL

Location: NA

Price: NA



Established many years. Removes water for construction projects. \$800,000 in equipment. Excellent profits. Retirement. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

WINDOW TREATMENT

Location: NA

Price: NA



Sells and services blinds and other window products, good profits, only \$27,000 down. Call

"please say you saw it in Minnesota Business Opportunities"

Agent, OPPORTUNITIES IN BUSINESS at (612) 331-8392.

AMUSEMENT PARK

Location: Anoka

Price: NA



MN go cart, mini golf, bumper boats. Located on busy Hwy 10 owner financing. 5-6 month operation. Call Jack, CALHOUN COMPANIES (612) 831-3300.

BAR/GAS STOP

Location: Northern Minnesota

Price: \$150,000 + Inv.

3.5 acres with 200 - 300 ft of highway frontage. Liquor & 3.2 beer off sale. Limited food. Game room with pool & video games. Total seating 30 - 40 people. Attached 2 bedroom owners residence. One cabin that could be rental. Call Commercial Division, MINNESOTA REALTY (218) 547-1700

BEAUTY SHOP

Location: Hastings

Price: \$35,000

On Hwy. 55 across from new Mall. Great visibility, off street parking and newer bldg. with other shops. Equipment and leasehold worth the price. 1,520 sqft. Reasonable long term lease available. Call Clark Miller, BURNET COMMERCIAL GROUP (612) 885-6341/922-4848.

BOWLING ALLEY

Location: Wisconsin

Price: NA

12 lane bowling alley. Just three years old. Minutes from a major Midwest city. Bar, restaurant, large blacktop parking lot. This is a must see opportunity. Call Larry Dunbar, DUNBAR & ASSOCIATES (715) 672-5800.

BOWLING CENTER/BANQUET HALL

Location: Southeast Wisconsin

Price: NA

12 lane bowling center on 7 acres in growing community w/ Brunswick Setters. All lanes just refinshed. Solid league setup. Includes Wedding/Banquet Hall with seating for 320 people (largest in area and an excellent income producer). Also includes lighted softball diamond and 3 lighted volley ball courts and both leagues are filled. Bldg. is in exc. condition. Must see to appreciate. Call Thomas N. Tylanda, THOMAS N. TYLANDA REAL ESTATE (715) 873-4586.

BOWLING CENTER

Location: Central Wisconsin

Price: \$115,000

4 lanes with bar and game room. Lanes have just been refinshed. Call Thomas N. Tylanda, THOMAS N. TYLANDA REAL ESTATE (715) 873-4586.

CARPET CLEANING

Location: Northern MN

Price: \$53,000



Revenues of \$75,000. Commercial and residential cleaning company. Major national franchise. Owner nets \$45,000/year. Seller financing. Call Wally, CALHOUN COMPANIES (612) 831-3300.

(Continued Next Page)

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COMPUTER SOFTWARE COMPANY

Location: St. Peter, MN

Price: \$500,000



Computer company - VAR specialists in computer aided design. Dealer for AutoCAD, InterGraph and many more. Territories included MN, SD and ND. Seller financing available. Call Wally Kocemba, CALHOUN COMPANIES (612) 831-3300.

CONVENIENCE STORE

Location: North Central Minnesota

Price: \$165,000

Gas, grocery, bait, laundromat plus living quarters and apartment. Bemidji area. Well established, good potential. Call Commercial Division, MINNESOTA REALTY (218) 751-7441

CUSTOM MEAT PROCESSING

Location: Southern MN

Price: \$125,000

Revenues of \$200,000. A profitable custom meat processing plant serving a prosperous farming area with a retail sideline. This business does customer slaughtering and makes specialty sausages, hams and bacon. Call Merv Nelson, INVESTORS OF MINNESOTA, INC. (612) 922-7211.

ELECTRICAL CONTRACTOR

Location: South Central MN

Price: \$1,200,000



A strong and profitable business serving premium projects and buildings. You need \$400K down, \$100K working capital and a desire to own and

operate a successful business that cash flows about \$500,000 per year. Call Ernest P. Gertzen, CALHOUN COMPANIES (612) 831-3300.

DOG KENNEL

Outstanding dog kennel 98 A farm with barn and pasture. Truly an EXCEPTIONAL PROPERTY IN EVERY WAY. Very successful and extremely sophisticated. Elegant layout. Complete with top of the line living Master bedroom suite (1 floor) of home has its own sitting room, fireplace, office, and more. Absolutely magnificent. Close to Cities. A well known and well earned reputation for excellence and caring. Terms possible. Call Eva J. EDINA REALTY (612) 553-4124.

GAS / SERVICE STATION

Location: North Central MN

Price: \$175,000

Property has 118 feet of state highway frontage. 4 additional lots across street with access to city water and sewer available for additional \$30,000. Call Commercial Division, MINNESOTA REALTY (218) 547-1700

GOLF COURSE

Location: Stewartville, MN

Price: NA

Located 10 miles south of Rochester. Well maintained, par 3 course in Olmstead County. Plenty of senior and junior play. Other courses available. Call Merv Nelson, INVESTORS OF MINNESOTA, INC. (612) 922-7211.

SERVICE

GOLF COURSE

Location: Northern, WI

Price: \$400,000

9 hole golf course located in the heart of Tourist Country consisting of 80+ acres with 600+ feet of Lake frontage on one of the largest chains in Wisconsin. Includes pro-shop, building, and small bar. Course has just been redone with ponds, new traps, fairways, and the greens overseeded. About 10+ acres could be developed for condos or will trade for ??? Call Thomas Tyenda, THOMAS N. TYLEND (715) 873-4586.

GOLF COURSE/SUPPER CLUB

Location: Southeastern Wisconsin

Price: NA

18 hole golf course with dining area and multiple lounges. Set up for use for weddings, banquets, parties or daily use. Snowmobiling and cross country skiing facilities available in winter months. Owner may consider exchange. Call Thomas Tyenda, THOMAS N. TYLEND (715) 873-4586.

HOUSE BOATS / BEST WATER

Location: Northern Minnesota

Price: \$825,000

Best environment for houseboating. 16 units and support services for more. Clean feet. \$70,000 Cash flow to new owner after payments terms & assistance with large down. Call Tom Ossell, ORION COMMERCIAL (800) 841-8853 or (612) 944-8024.

(Continued Next Page)

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- 4 CABIN RESORT, 12 Improved RVs, 40 Acres with 1,200 river frontage. 3BR home .. \$150K
- BAR/GAS STOP, 200-300 feet hwy frontage Northern Minnesota .. \$150K + Inv.
- BAR/GRILL, ON/OFF sales plus grill basket-type food. Year-around business .. \$114,800.
- COMMERCIAL LOT, 250 feet hwy frontage NW Minnesota. \$35,000.
- COMMERCIAL LOT, 236+ feet hwy frontage NW Minnesota. \$35,000.
- RESORT/LODGE, 6 year around cabins, beer and set-up license, 65 acres, only resort on lake .. \$345K
- RESORT/RESTAURANT, 4 Cabins, 8 RV sites. Seating for 75. Year around restaurant. Terms. \$250,000.
- RESTAURANT, established business in tourist town. Trade fixtures included. 2 BR Apt Terms \$365,000

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Just three years old. Minutes from a major Midwest city. Bar, restaurant, large blacktop parking lot. This is a must see opportunity.

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With large wrap around porch and five bedrooms. Oak trim and open stair case. Setting on 80 acres in secluded valley. Out buildings included - horse barn and sheep shed. In very business tourist area. A B&B waiting to happen. Call on this lifetime opportunity.

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HUNTER'S PARADISE

Location: New Ulm
Price: \$150,000



One hour south of metro on Swan Lake. 15 acres with 3 BR house and large machine shed. Seller financing. Call Stan Gibbs, CALHOUN COMPANIES (612) 831-3300.

MARINA/LAUNCH SERVICE

Location: Garrison, MN
Price: \$650,000

This marina on Lake Mille Lacs has 820 ft. of shoreline with eight acres on the lake side of Hwy. 169 and 40 acres across the highway. Real potential but business hurt bad by bad weather during the past two years. Call Dick Steenhoven, RESTAURANT BROKERS (612) 929-9273.

MINI-STORAGE

Location: New Ulm
Price: \$380,000



Newer unit. This one is FULLY RENTED. Seller financing available. Call Stan Gibbs, CALHOUN COMPANIES (612) 831-3300.

ROLLER RINK

Location: Willow River
Price: \$200,000



Roller Rink in northern MN on 35W. Newly refinished surface. Latest high-tech roller skates. Great business; great life - includes campground & trailer court. Call Wally, CALHOUN COMPANIES (612) 831-3300.

SIGN COMPANY

Location: Iowa
Price: \$66,000



Family owned for 56 years in Northern Iowa. Steady sales and profits. Fully equipped. Asking \$66K with \$22K down. Can also buy building. Call Bob C., CALHOUN COMPANIES (612) 831-3300.

RETAIL

APPAREL STORE

Location: North Twin Cities Quad
Price: \$40,000

Well established resale industry leader. Profitable with excellent cash flow and low overhead. Runs efficiently with the latest in state of the art technology. Upscale store with a positive image, often mistaken for a retail boutique. Located in attractive shopping center in a high traffic area. Partial seller financing. Send written inquiries to G.R.D., P.O. Box 32923, Minneapolis, MN 55432.

BAKERY

Location: Minneapolis Suburb
Price: \$45,000



Good neighborhood location. Ideal for owner/operator. Priced for a quick sell. Call Harry Baker, CALHOUN COMPANIES (612)-831-3300.

BRIDAL SHOP

Location: North Metro
Price: \$N/A



North suburb mall. Location with good lease. Long-time owner. Call Ben Fugate, CALHOUN COMPANIES (612) 831-3300.

CHEMICAL SALES

Location: NA
Price: \$290,000



sells various cleaning solvents, established 19 years, \$125,000 down. Call OPPORTUNITIES IN BUSINESS (612) 331-8392

COFFEE

Location: NA
Price: NA



3 Mall locations. Sells coffee and coffee making equipment. Excellent price and terms. Call OPPORTUNITIES IN BUSINESS (612) 331-8392

COMPUTER SOFTWARE

Location: NA
Price: \$159,000
Sales and service. Very profitable. \$175,000 with terms. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392



CONVENIENCE STORE

Location: NA
Price: \$50,000



Easy office hours in downtown office building. \$50,000 with \$20,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392

CONVENIENCE STORE/GAS

Location: Hwy. 169, So. Minnesota
Price: \$260,000

Clean facility in prosperous town. 1,800 sqft. Gross of \$870,000. Call Joe Berglove, J-B REAL ESTATE (612) 441-6117.

CONVENIENCE STORE PACKAGE

Location: North St. Paul Suburbs
Price: NA

Six C - Store Units, all showing positive cash flow. Owner will split package. Call Joe Berglove, J-B REAL ESTATE (612) 441-6117.

CONVENIENCE STORE/GAS

Location: So. MN, Rochester Area
Price: \$240,000, incl. equipment

Nice facility in a booming area. 1,440 sqft. Gross of \$875,000 and showing growth. Call Joe Berglove, J-B REAL ESTATE (612) 441-6117.

CONVENIENCE STORE/GAS

Location: NA
Price: \$300,000



Sales of \$700,000. Business and building for \$300,000. Call Bob C., CALHOUN COMPANIES (612) 831-3300.

CONVENIENCE STORE/GAS

Location: North St. Paul Suburbs
Price: \$295,000, incl. equipment

Excellent facility. 3,072 sqft. Fully equipped. \$1.1 million gross and showing rapid growth. Call Joe Berglove, J-B REAL ESTATE (612) 441-6117.

COUNTRY STORE/BAIT SHOP/BAR/REST

Location: Western Wisconsin
Price: \$240,000

(Continued Next Page)

Business Opportunities

Three story building with 3 apartments plus owner's quarters. All recently remodeled. Located on river north of Eau Claire, WI. Call Thomas N. Tyrola, THOMAS N. TYROLA REAL ESTATE (715) 873-4586.

FISHING MARINE ACCESSORIES

Location: Twin Cities
Price: NA

Fishing marine accessories, sales & service, electric motors, depth finders and mobile phones. 20 plus years in business. Profitable. Gross sales of \$360,000. Call Jack Mertes, CALHOUN COMPANIES (612) 831-3300.

FLOWER SHOP

Location: Near Metro
Price: \$35,000

Flower shop. Half hour west of Mpls. Big wedding business, giftware & cards. Est. 18 years. Very nice business. Call Jack Mertes, CALHOUN COMPANIES (612) 831-3300.

FURNITURE

Location: Minneapolis
Price: \$395,000

A beautiful, well established and very profitable retail store. Only quality lines. Price includes \$200,000 of inventory. Call Ernest P. Gertzen, CALHOUN COMPANIES (612) 831-3300.

GENERAL STORE - LAKE AREA

Location: Minnesota
Price: \$750,000

Prime spot in busy lake country. Well established. Well known. Price includes business, land, buildings and equipment for grocery, gas, hardware, restaurant, lumber and house. Call GREAT NORTH INVESTORS LAND CO. 1-800-450-6262 or 1-218-439-6262.

GIFT SHOP

Location: North Central MN
Price: N/A

Highway frontage in northern lakes area. Business includes 5-bedroom owners' home. Call Commercial Division, MINNESOTA REALTY (218) 547-1700

GIFTS & ENGRAVING

Location: Twin Cities Suburbs
Price: \$30,000 + INV

Shopping center location. Absentee owned. Call Nick Strandberg, CALHOUN COMPANIES (612) 831-3300.

GOURMET COFFEE & DELI

Location: West Suburbs
Price: \$75,000

Located in the west suburbs. Roasts their own beans. Volume at \$190,000 with good increases. Call Bruce Halverson, CALHOUN COMPANIES (612) 831-3300.

GOURMET COOKING

Location: NA
Price: NA

Beautiful sells cookware and many imported items. Only \$35,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-3300.

MALLMARK SHOPS (2)
Location: Metro
Price: NA

Two Mallmark & gift stores 1) in Scott County - Sales at \$180,000. 2) in Dakota County - Sales at \$380,000. Both stores are "Gold Crown" stores. Both require inventory down. Call Lowell Webster, CALHOUN COMPANIES (612) 831-3300.

HOME DECORATING CENTER

Location: Metro
Price: \$179,000

Fast growing suburb in very busy mall. Call Wally, CALHOUN COMPANIES (612) 831-3300.

LIQUOR STORE

Location: Twin Cities
Price: NA

Only off-sale facilities on Lake and also in town. Excellent gross with potential to increase! Call Erv Swanson for additional information, BURNET REALTY (612) 868-7655.

LIQUOR STORE

Location: Suburbs
Price: NA

Super location in suburbs. Only \$50,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-3300.

LIQUOR STORE

Location: Minneapolis
Price: \$650,000

Liquor store with same owner of 30 years. Revenues of \$877,840. Down payment of 50%. Profitable. Includes real estate with 3 rental store fronts. Restaurant, 3 apartments, 5,000 sqft. undeveloped on 2nd floor with elevator. Rents \$73,400. Excellent investment. Owner retiring. Call Jim Manos, RESTAURANT BROKERS (612) 929-9273.

LIQUOR STORE

Location: West Suburbs
Price: \$40,000

Next to a busy grocery store. Revenues of \$250,000. This neat off-sale liquor store would be ideal for a first time buyer. Low rent in a good neighborhood provides great potential for increased sales. Price does not include inventory of \$35,000. Cash down payment. Call Nazri, INVESTORS OF MINNESOTA (612) 922-7211.

LUMBER YARD

Location: Jordan, MN
Price: \$75,000

Sales range from \$240-400M. Price cut in half - owner says sell now! So here's what you get for the new price: inventory @ \$25K, land, bldgs, equipment and business @ \$50K. Excellent growth area. Call Lowell, CALHOUN COMPANIES (612) 831-3300.

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AUCTIONEER

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RETAIL

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OFFICE SUPPLY

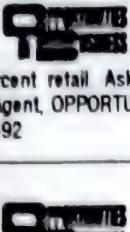
Location: Minneapolis
Price: \$75,000



Well established location. Ideal for a hands on owner/operator. Profitable. Call Harry Baker, CALHOUN COMPANIES (612) 831-3300.

OFFICE SUPPLY

Location: NA
Price: NA



70 percent commercial, 30 percent retail. Asking \$60,000 down with terms. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392

OFFICE SUPPLY

Location: NA
Price: NA



Excellent money maker. Solid accounts. Only \$40,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392

PHARMACIES

Location: NA
Price: NA



Two well known, established pharmacies in suburbs. Independently owned. Profitable stores in excellent locations. Seller financing with qualified buyers. Call OPPORTUNITIES IN BUSINESS (612) 331-8392

PIANO'S

Location: Metro
Price: NA



Well known metro area store. Seller retiring. Excellent price. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

RETAIL - 3 STORES

Location: NA
Price: NA



Chain of stores in major malls. Seller sacrificing. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

RETAIL CERAMIC TILE

Location: South Metro Suburbs
Price: \$130,000



Located in south metro suburbs. Also other floor ceilings, carpet & wood. Volume in 1993 was \$745,000. Price is \$130,000 with 50% down. Includes inventory. Call Bruce Halverson, CALHOUN COMPANIES (612) 831-3300.

RETAIL SHOP

Location: St Cloud
Price: \$60,000



Lingerie shop in regional mall. Owner has other interests & needs to sell. Will finance with 30% down. Call Wally Kocemba, CALHOUN COMPANIES (612) 831-3300.

SPORTING GOODS

Location: Scott Country
Price: NA



Golf, baseball, football, hockey, jackets, shirts, caps, trophies. \$12,000 down. Call Lowell, CALHOUN COMPANIES (612) 831-3300.

SPORTS COLLECTIBLES

Location: Suburbs
Price: NA



Neat store in suburbs. Sells specialty apparel, cards, etc. Call Agent at OPPORTUNITIES IN BUSINESS (612) 331-8392

VENDING

Location: NA

Price: NA



Over 170 machines. Pop, candy, etc. Seller retiring. Call Agent at OPPORTUNITIES IN BUSINESS (612) 331-8392

VIDEO STORE

Location: Suburbs
Price: NA

Hot southwest suburb location. Owner relocating. 2,900 sqft. Great store! Call Clark Miller, BURNET COMMERCIAL GROUP (612) 885-6341/922-4848.

VIDEO STORE

Location: South Metro Suburbs
Price: \$125,000



Located in south metro suburbs. Volume for 1993 at

\$172,000. Call Bruce Halverson, CALHOUN COMPANIES (612) 831-3300.

AUTO PARTS

Location: Outside TC
Price: \$203,500



Major affiliation. Well established. Very profitable. Priced to sell. Call Ernest P. Gertzen, CALHOUN COMPANIES (612) 831-3300.

AUTO SALVAGE & PARTS

Location: MN
Price: NA



Sales over \$2 million and profitable. Well established. Call Harry Baker, CALHOUN COMPANIES (612) 831-3300.

BAIT & TACKLE

Location: Northern MN
Price: \$89,900



Live bait & fishing tackle store plus newer two story house on four acres in lakes area. Call Stan Gibbs, CALHOUN COMPANIES (612) 831-3300.

BAIT & TACKLE

Location: Northern Minnesota
Price: \$95,000 + Inventory

Estab. in 1984. This bait & tackle business carries a complete line of name brand tackle and fishing equipment in 700 sqft. of retail space with 75 ft. of busy street frontage with paved off-street parking. Seasonal business with May through October as the peak months. State-the-art water filtering & recirculating systems and able to store large amounts of minnows and leeches w/little or no loss of bait. Large holding tanks w/refrigerated lines to keep even temp. water. Walk-in cooler/freezer. Lots of storage room. Small garage is on back of property & above store 1 BR apt. Priced for quick sale plus inventory of \$4,000 (low season) to \$10,000 (peak). Call Commercial Division, MINNESOTA REALTY (218) 547-1700.

BOOKSTORE

Location: St. Cloud
Price: \$18,500

(Continued Next Page)

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BULK OIL & GAS
Location: Northern MN
Price: \$550,000



Revenues of \$2 million. Petroleum markets supplying home heating, fuel bulk gasoline and diesel fuel to over 1,100 customers \$250,000 down Call Wally, CALHOUN COMPANIES (612) 831-3300.

DRUG/GIFT/CLOTHING STORE
Location: North Central Minnesota
Price: \$120,000

2,125 square feet of retail sales space includes gift, variety, appeal, Hallmark Cards and soda fountain. Near Paul Bunyan Trail. Two Buildings. Trade fixtures and inventory included. Call Commercial Division, MINNESOTA REALTY (218) 547-1700.

FEED & SEED STORE
Location: Grand Rapids
Price: \$48,000



Feed and Seed store. North central Minnesota in heart of lakes region. Live and work in God's country. Seller financing Call Wally Kocomba, CALHOUN COMPANIES (612)-831-3300.

FLORIST
Location: Near Twin Cities
Price: \$90,000



Established five years. Revenues of \$200,000. Plenty of weddings. Owner financing will be considered. Great location to grow even more. Call Harry Baker for a confidential business profile and appointment, CALHOUN COMPANIES (612) 831-3300.

FLOWER SHOP

Location: N.W. of Twin Cities
Price: \$35,000



A small, five year old store. Priced to sell in a growing community. Call Ernest P. Gertzen, CALHOUN COMPANIES (612) 831-3300.

GRAIN & FEED

Location: West of Mpls.
Price: \$500,000



Grain Elevator & feeding mill. Revenues profitable. Call Stan Gibbs, CALHOUN COMPANIES (612) 831-3300.

GROCERY STORE

Location: IA/MN border
Price: NA



Small town grocery store grossing \$500,000. Priced for buyer profitability. Only store in 15 miles radius. Call Jack, CALHOUN COMPANIES (612) 831-3300

GIFT STORE

Location: Albert Lea, Minnesota
Price: NA



Very successful small town gift shop and furniture store. Grossing \$140,000. IA/MN border near Albert Lea, MN. Strong market niche in area. Call Jack, CALHOUN COMPANIES (800)-584-6840.

HARDWARE HANK STORE

Location: North Central MN
Price: \$120,000 + inventory

36 x 60' Hardware Hank Store plus 21 x 80' storage building. Seller would continue to operate plumbing business out of the store. Call Commercial Division, MINNESOTA REALTY (218) 547-1700

JEWELRY & GIFT STORE

Location: Cokato, MN
Price: \$120,000

Well established business across the street from a busy strip mall in growing community. Price includes bldg., shop and inventory. Owner retiring. Call OWNER at (612) 275-2410.

RETAIL

Location: Madison, WI
Price: \$93,451

Good going retail business on state street. Owner will train. Possible owner financing. Call Gary Lukens, RE/MAX PREFERRED (608) 246-5568 OR (608) 246-7696.

SNOWMOBILES & BOATS

Location: Northern Wisconsin

Price: NA



Also has winter storage for 280 boats. Present volume at \$1.7 million. Located in resort area of northern Wisconsin. Call Bruce Halverson or Harry Baker, CALHOUN COMPANIES (612) 831-3300.

SUPERETTE/GAS

Location: Southern MN

Price: NA



Highly profitable. 1 million gross. 70 miles south of TC recreation country. Since 1980 same owner. Call Jack, CALHOUN COMPANIES (612) 831-3300.

VIDEO STORE

Location: Buffalo, MN

Price: \$50,000

3,500 plus titles. Established 13 years in video sales and service. Owners wants SOLD! Call Roman Roos, BURNET REALTY (612) 949-4763.

BARS/RESTAURANTS

BAR

Location: Lake Pepin

Price: NA

Two saloons with food on Lake Pepin. Now an all-year attraction with boating, sail boating, fishing and now the popular Eagle watching. Call John MacLeod, RESTAURANT BROKERS (612) 829-9273.

BAR

Location: South of Twin Cities

Price: \$135,000



Well established tourist bar. Price includes RE. Owner will help with financing and maybe bank loan can be assumed. Good volume. Ideal for owner/operator. Call Ben or Harry, CALHOUN COMPANIES (612) 831-3300.

RETAIL - BARS/RESTAURANTS

WHAT IS THE SECRET OF BUSINESS SUCCESS TODAY??

In retail it is DO IT FASTER!!! Look around you, there are framed pictures everywhere.

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Picture framing is a \$2 BILLION a year industry, and FASTFRAME is revolutionizing it with high quality, custom framing that does not take weeks to get done.

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expert picture framing

(F-1942) 2800 Glenhurst Av, Mpls MN 55418

BAR/RESTAURANT

Location: South Mpls Suburb

Price: \$182,500

Price includes equipment and inventory. Mexican-style restaurant with liquor on prime, high-visibility location. 4,200 sqft.. Business grosses \$700,000 and growing. Good terms to qualified buyers. Call Joe Berglove, J-B REAL ESTATE 612-441-6117.

BAR/RESTAURANT

Location: Minneapolis

Price: \$210,000

Includes real estate - long established 29 year old popular 3.2 beer bar/restaurant. Grossed \$400,000 in 1992. Mooney's Pub does a brisk breakfast and dinner business. Call Nazri Syed, INVESTORS OF MINNESOTA 612-922-7211.

BREAKFAST / LUNCH

Location: Twin Cities

Price: \$450,000



Sales of \$550,000. Well established. Additional income from rental of RE. Own all and rent to yourself. Call Ernest P. Gertzen, CALHOUN COMPANIES (612) 831-3300.

CAFE

Location: St. Paul

Price: \$150,000

Italian Cafe. Very Profitable. Serves beer/wine in excellent location. Need 90K down. Call Bruce, RESTAURANT BROKERS (612) 929-9273.

(Continued Next Page)

Pssst, Hey Buddy!

(Once that we have your attention)

**Do you defend
yourself in court?**

**Do you file your
own taxes?**

**Do you fix your
own car?**

**Do you wire your
own house?**

**Do you fix your
own plumbing?**

**Sometimes it works.
Sometimes it doesn't.**

**For those risky and
potentially expensive
events in your life or
business, why take
the risk?**

**Look to our
BUSINESS
RESOURCE
DIRECTORY**
on page 55
for someone
to help you.

CAFE

Location: St. Paul
Price: \$80,000

High density college area of St. Paul on Grand Ave. Seats 70 + courtyard. Exc. for any concept. 1,800 sqft. Must see to appreciate its value. Call Jim Manos, RESTAURANT BROKERS (612) 929-9273.

CAFE

Location: Uptown
Price: \$140,000

Nice 75 seat restaurant. Beer and wine. Gross over \$250,000. Terms. Call DJ Sikka, RESTAURANT BROKERS OF MINNESOTA (612) 929-9273.

COFFEE/DELI

Location: South Minneapolis
Price: NA



Great location in south Minneapolis. Seller financing. Call OPPORTUNITIES IN BUSINESS (612) 331-8392

CATERING

Location: St. Louis Park
Price: \$35,000

Catering Kitchen with complete ventilation and refrigeration. Rent only \$900/month. Call John MacLeod, RESTAURANT BROKERS (612) 929-9273.

DONUT STORES

Location: 7 County Metro
Price: \$300,000



Two franchised donut stores. New vendor. Adjusted Net \$97,800+. Requires \$100,000 cash down. Call Nick Strandberg, CALHOUN COMPANIES (612) 831-3300.

ESPRESSO & DELI

Location: NA
Price: NA



Three mall locations. Beautiful facilities. Low down and terms. Call Agent at OPPORTUNITIES IN BUSINESS (612) 331-8392

FAMILY RESTAURANT

Location: Twin Cities
Price: \$250,000

Family rest. with well equipped kitchen. Free standing bldg. on a high traffic site (33,000 cars per day). Parking lot set up for drive thru. Presently serving breakfast, lunch and dinner. Price includes real estate and has been reduced from \$350,000 to \$250,000 on this super location. Call Karyl Belknap, RESTAURANT BROKERS OF MINNESOTA, INC. (612) 929-9273.

FAMILY RESTAURANT

Location: Forest Lake
Price: \$210,000

Country school restaurant. Very good cash flow. This is a popular family restaurant located in a converted country school house. Located in the country on 1.3 acres of land. A well done conversion. Call Karyl Belknap, RESTAURANT BROKERS OF MINNESOTA, INC. (612) 929-9273.

FAMILY RESTAURANT

Location: East Metro
Price: \$850,000

Perkins-style family restaurant with liquor, bar & banquet business for weddings and meetings. Land and improvements assessed at \$540,000. 1992 sales of 950K. Call Nazri Syed, INVESTORS OF MINNESOTA 612-922-7211.

FAMILY RESTAURANT

Location: Metro
Price: \$250,000

Nice, well-established and franchised. Gross sales of \$750,000 plus net approximately \$100,000. Terms available to qualified buyer. For more information, call DJ Sikka, RESTAURANT BROKERS (612) 929-9273.

FAST FOOD

Location: West St. Paul
Price: \$49,000

Suitable for any concept. Seats 32. Call Bruce, RESTAURANT BROKERS (612) 929-9273.

FAST FOOD DELI

Location: Minneapolis Skyway
Price: \$75,000

Revenues of \$160,000. Newer Italian-American deli. Seats 48. Complete vented kitchen. Excellent for any concept. Deli - hot and cold - well designed cafeteria display. Must see to appreciate. Call Jim Manos, RESTAURANT BROKERS (612) 929-9273.

MALL OF AMERICA

Location: N/A
Price: \$N/A



Pastries in food court. National franchise. Profitable as absentee owned. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

NITE CLUB

Location: Suburban
Price: \$1,000,000

Top of the line. Excellent location. Large size. Extremely confidential. For more information, call DJ Sikka, RESTAURANT BROKERS (612) 929-9273.

PIZZA

Location: Minneapolis
Price: \$99,000



Sales of \$300k. 75% take-out and delivery. Established 10 years. Rent or purchase bLDG. Call Ernest P. Gertzen, CALHOUN COMPANIES (612) 831-3300.

PIZZA

Location: St. Paul
Price: \$85,000

Revenues of \$180,000. Great St. Paul location. Seating for 48 with big take out and delivery business. Five colleges in the area serviced. Call Merv Nelson, INVESTORS OF MINNESOTA, INC. (612) 922-7211.

PIZZA & ITALIAN FOOD

Location: Turtle Lake, MN
Price: \$225,000

Pizza and Italian food restaurant. Excellent location in Turtle Lake, MN with industry, casino, local customers and opportunity for owner/operator to grow. Excellent building and equipment. Call Erv Swanson for additional information, BURNET REALTY (612) 868-7655.

POPCORN/YOGURT

Location: Minneapolis Skyway
Price: \$75,000

Prime location in Minneapolis skyway. A five day operation. Net to owner/operator of \$25,000. Call DJ Sikka, RESTAURANT BROKERS (612) 929-9273.

RESTAURANT

Location: N/A
Price: \$125,600



Beautiful facility. Over \$300,000 gross. Family style. Asking \$125,600 with \$60,000 down. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

RESTAURANT (ITALIAN UPPERSCALE)

Location: Minneapolis
Price: \$175,000



Sales of \$500,000. Beautiful, remodeled and cared for. Step right in and don't skip a beat. Call Ernest P. Gertzen, CALHOUN COMPANIES (612) 831-3300.

RESTAURANT

Location: St. Paul
Price: \$135,000



Quaint ethnic restaurant. Great opportunity for owner/operator to increase sales just by extending hours. Owner will finance with 1/3 down. Call Wally Komomba, CALHOUN COMPANIES (612) 831-3300.

RESTAURANT

Location: Minneapolis Suburb
Price: \$130,000

Revenues of \$250,000. Chinese Asian restaurant. No cost spared. Top of the line leasehold, furniture, fixtures and equipment. Well-done. 3 years old. 2,884 sqft. in strip shopping center with the best of anchor tenants. A must see location. Call Jim Manos, RESTAURANT BROKERS (612) 929-9273.

RESTAURANT

Location: North Metro Suburbs
Price: \$175,000

Two year old Tex-Mex restaurant presently grossing \$600,000 with absentee owners. Great opportunity. Call John MacLeod, RESTAURANT BROKERS (612) 929-9273.

RESTAURANT

Location: North Metro
Price: \$199,000

You may not know it is there, but the people up there do. Call Nazri Syed, INVESTORS OF MINNESOTA (612) 922-7211.

RESTAURANT

Location: Minneapolis
Price: \$250,000



Revenues of \$350,000. Fast Food restaurant in a fast growing south suburb. Great location with great cash flow. Owner will finance. Call Wally, CALHOUN COMPANIES (612) 831-3300.

RESTAURANT

Location: Wester MN
Price: \$190,000

A small town bar and restaurant. 150 seats with a full new kitchen four years ago. There is a dance floor and

a private meeting area. Price includes RE. This is a 2-story bldg. with 4,154 sqft. on the 1st floor. Call Karyl Belknap, RESTAURANT BROKERS (612) 929-9273.

RESTAURANT

Location: N/A
Price: \$25,000



\$25,000 for business. \$100,000 for building. A steal. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

RESTAURANT/CAFETERIA

Location: Minneapolis
Price: \$250,000

Restaurant in professional medical complex. Very nice with sales at \$360K. Rent \$2,000/mth. Call John MacLeod, RESTAURANT BROKERS (612) 929-9273.

BARS/RESTAURANTS

RESTAURANT / LIQUOR

Location: Hastings
Price: NA



Mississippi River at hastings. River boat theme. Living qtr. Call Jack, CALHOUN COMPANIES (612) 831-3300

SPORTS BAR

Location: Uptown Area
Price: \$650,000

Revenues of \$700K. Price reduced drastically from \$850,000 to \$650,000. Sports Bar restaurant located in the Uptown area. 5,000 sqft. each of three levels includes parking for 48 and 3,000 sqft. store front rented. High density area needs owner/operator. Great potential. Down payment of \$100,000. Call Jim Manos, RESTAURANT BROKERS (612) 929-9273.

(Continued Next Page)

RESTAURANT BROKERS OF MINNESOTA, INC. INVESTORS OF MINNESOTA, INC.

Restaurant Brokers of Minnesota, Inc.: 6010 Hwy. 7; St. Louis Park, MN; (612) 929-9273

Investors of Minnesota, Inc. 6010 Hwy. 7; St. Louis Park, MN; (612) 922-7211

CAFETERIAS/CAFFES

- *N. Metro - 35K - Karyl-SOLD
- *Dntn St. Paul - shr hrs - Bruce
- *Uptown - 140K - Seat 75, Terms - DJ
- *Dntn-Gr 200k-ask 50K-St. Paul-DJ
- *Lk Mtna, Ask 18K - DJ
- *Sports Bar, N. Sub, 100K dn - Nazri
- *Cafe - Seats 60 - Grand Ave. - Jim
- *Uptown, seat 50, asking 89K, terms, DJ

PIZZA

- *Deli/Pizza - 10K dn - Nazri
- *Pizza, Sales 180K - w/del. & take-out - Merv

ETHNIC

- *Mexican Rst. New- 175K-John Mac
- *Oriental Rest. Mpls. Asking \$130K. Jim
- *Gung Ho - Ridgedale - 75K - DJ

FAMILY RESTAURANTS

- *Red Wing Rest. W/Apt - John Mac
- *La Crosse WI. 110 seats - Jim M
- *3.2 bar with food - Mpls - Jim
- *Plymouth Rest. Nice 125K-John M
- *Fam. Rest.-St. Paul. Gross 900K - Jim

RESTAURANTS

- *Small town Fam.Rest.-doing 160K-W/RE-Merv
- *N. Sub. Free stdg. Hi-traffic - Karyl
- *Richfield, Seat 120, Closed, ask 20K-DJ
- *Mpls, well est. Gross 800K, ask 225K-DJ

ELY, MN - high gross - 80K dn - Dean

- *North Shore, Rev. 525K. Very Profit - Karyl
- *St. Paul Italian - very profitable - Bruce
- *N. Sub - 70 seats - 55K - Karyl

Cafe, home cooking, Cass Lake - Dick S

- *Forest Lake area. Rev \$360K. Karyl or Nazri
- *N. St. Paul, free stdg, good lease, 95K-DJ

Hastings area Mall, 85K, terms - DJ

Faribault Mall, Bridgeman's - Merv

- *Famous Pub Lk Pepin-Lease with opt.-John M
- *Franchised Family Rest. W. Sub - Merv

SUPPER CLUBS

- *Supper Clb on Lk-40 mi. from Cities-210K-DJ
- *Hayward WI on lake-325K-terms - Dean
- *Bar/rest. Park Rd/Bemidji - Dick S

Walker, MN-bar w/food & games-149K-Merv

- *WI. on lake, very nice, 3BR liv qrs-DJ-SOLD
- *NW Central MN. Ask 260K-Bruce
- *2 Restaurants w/liq, Italian-Amer, metro-Merv

Rest. Lq. N. Sub - Karyl

CLOSED REST/SALE/LEASE

- *Former Rocky Rocco in Cn Rapids. DJ
- *Former Benjamin. On I-394. 500K-75K dn. DJ

LIQUOR BARS/ENTERTAINMENT

- *Nite Club metro-Hi-volume - Jim
- *Bar & Restaurant - W. MN 190K - Karyl
- *W. Wisconsin - v/nice - 329K - Karyl
- *Former Timberline - Anoka - 325K - DJ
- *Liq. Bar, w/home, 150K w/RE - John Mac
- *Kixx - Brooklyn Pk - Jim M
- *On-Off Sale, Volleyball, Resort area, Dick S.

LIQUOR STORES

- *South Mpls. Gross 875K. Prime loc. Jim
- *Plymouth, 30K incl. inv. - Nazri
- *SW Sub. Gross 700K+ - Jim

MISCELLANEOUS

- *Hair Salon N. Sub. 45K - Jim
- *Coffee House-Mpls & Sub - Jim
- *Marina, 800' shore, Mille Lacs-Dick
- *Electrical Contractor, Wadena - Dick
- *Video Store - Mtka - Nazri
- *20 acres at ent. Itasca Pk, Bar/Rst. Cpgd-Merv

Bowling Alley-36 lanes w/ent.-Sub. loc.-DJ

Bowling Center 3-8 lane properties - Dick S.

Grocery - Sales \$475K - John L

Church Bldg-Pk Rapids-top location - Dick S.

Custom Cabinet Mfg - Terms - Merv

Catering Kitchen-St.L.P.-\$35K-John Mac

Confectionary Shop, Bemidji Mall - Dick S.

Grocery - Northern Minnesota - John L

FRANCHISES/FAST FOODS

Mankato Sub Shop. Nice John Mac

Former Timberline - Anoka - DJ

Mall loc. - sandwich concept-75K-terms-DJ

Sub Shops - 150K each - DJ

Food Court - Major Mall - 189K - DJ

N. Sub. Drive thru. Exc. loc. - Karyl

Mpls Skyway, 30K dn - Nazri

Fast Food - seat 52 - 47K - Roger

Fast Food - Albertville - 89K - Roger

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- SITE LOCATORS-
- FEE APPRAISAL &
- VALUATION SERVICES-

BARS/RESTAURANTS

"please say you saw it in Minnesota Business Opportunities"

SUBS

Location: N/A
Price: \$23,000



Small shop in the suburbs. Only \$23,000. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

SUBWAY'S

Location: Minneapolis and St. Paul
Price: NA

Two major Subway franchise locations in Mpls/St. Paul. Call today! Call John MacLeod, RESTAURANT BROKERS (612) 929-9273.

SUB SHOP

Location: NA
Price: \$25,000



Fully equipped in busy east suburban mall. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392

"THE CHINA SEA"

Only \$190,000. State of the art kitchen facility. Outstanding restaurant and bowling alley in famous

Grand Marais, MN. Excellent reputation. Super modern kitchen. Large facility. Many businesses could find this location very inviting and satisfying, such as a lodge, hall, dance and/or theater/dine. Large free parking area and/or expansion. Clean and nice. Shows well. This site in prime area and could be used for many other functions. Call Eva J., EDINA REALTY (612) 653-4124.



SUPPER CLUB

Location: Brooklyn Park
Price: \$650,000

Kixx on the River, formerly Riverhouse Supper Club. Seats 236. Parks 150. 6,000 sqft. Beautiful well-maintained facility with picture windows overlooking the scenic Mississippi River. Call Jim Manos, RESTAURANT BROKERS (612) 929-9273.

YOGURT

Location: Metro
Price: NA



Major mall food court. Not a franchise. Excellent location. Very profitable. Call Jack Metres, CALHOUN COMPANIES (612) 831-3300.

BAKERY/COFFEE SHOP

Location: Central Wisconsin
Price: NA

Revenues of \$130,000 plus. Located in busy, high populated area. Including building, all equipment. Great opportunity! Call Thomas Tyenda, THOMAS N. TYENDA (715) 873-4586.

BANQUET/RESTAURANT/BAR

Location: East of Twin Cities
Price: \$795,000



Excellent operation. Beautiful facility. Much pre-booked business. Almost \$1 million in sales. Needs an owner/operator to make it grow. Call Ernest P. Gertzen, CALHOUN COMPANIES (612) 831-3300.

A & W RESTAURANT/DRIVE-IN

Location: Western WI
Price: \$170,000

A real money maker in one of western Wisconsin's nicest home towns. Conveniently located on main highway through center of town. Equipment included 14 stalls with stalls and phones plus open parking. Seats 58 inside with picnic tables outside. Nicely landscaped, new roof, clean and well cared for establishment. Call Roger Hetchler, EDINA REALTY (612) 436-7072.

BAR

Location: Voyager National Park
Price: \$200,000

Snowmobilers hot spot. If you've ridden anywhere near international falls you've been here or heard of it. Very unique, quality & inviting. Old fashioned leather web pocket pool tables. Bar and restaurant includes nearby 3 bedroom home all for \$200,000. Call Tom Ossell, ORION COMMERCIAL (800) 841-8853 or 612-944-8024.

BAR/GRILL

Location: West Central MN
Price: \$114,900

Good year-around business with peak months in summer and fall. ON/OFF sales plus grill basket-type food. Seating capacity for 80 with 600 sqft. dance floor. Pool and dart tournaments. Call Commercial Division, MINNESOTA REALTY (218) 547-1700.

BAR/RESTAURANT

Location: W. Wisconsin
Price: \$329,000

Revenues of \$400,000. Located on Hwy. 70 at the entrance to Wisconsin resort country. Also right on a state snowmobile trail. This is a beautiful 10 year old free standing building with atrium. Very well equipped and priced well below replacement cost. Karyl Belknap, RESTAURANT BROKERS (612) 929-9273.

BAR/RESTAURANT

Location: Western Minnesota
Price: \$190,000

A small town bar/restaurant. 150 seats with a full new kitchen four years ago. There is a dance floor and a private meeting area. Price includes RE. This is a 2-story building with 4,154 sqft. on the 1st floor. Karyl Belknap, RESTAURANT BROKERS (612) 929-9273.

BAR/RESTAURANT

Location: W. Wisconsin
Price: \$200,000

Very popular country Bar/Restaurant in western Wisconsin. Always busy country style bar / restaurant

with 200 seating capacity overlooking the Apple River. Newly remodeled. Equipment included. Wonderful contemporary 3BR apartment, upper level. Plus lots of storage room. Call Roger Hetchler, EDINA REALTY 436-7072 / 751-1033

CAFE

Location: Southwestern MN

Price: \$75,000

Only cafe in town. Seats 90. Includes RE. Three apartments above. Call Bruce, RESTAURANT BROKERS (612) 929-9273.

COUNTRY KITCHEN

Location: NA

Price: NA



One of Minnesota's finest. Great town. Good profits. Call Ben, CALHOUN COMPANIES (612) 831-3300

FAMILY RESTAURANT

Location: West Central MN

Price: \$319,000

Remodeled building. Seats 200. Main street location in a town of 2,500. Enjoy small town living in the "Heart of the Lakes!" Call NEW HORIZONS REALTY CO. OF PERHAM at (218) 346-7767.

FAMILY RESTAURANT

Location: Faribault, MN

Price: NA

Franchised family restaurant in Faribault West Malls. Needs owner/operator. May need new concept. Owner wants a quick sell. Call Merv Nelson, INVESTORS OF MINNESOTA, INC. (612) 922-7211.

FAMILY RESTAURANT W/ LIQUOR

Location: North of Twin Cities

Price: \$199,000



Franchise. Busy area. Long established. Sales of \$650,000. Everything in excellent condition. Expanding area. Call Ernest P. Gertzen, CALHOUN COMPANIES (612) 831-3300.

FAST FOOD

Location: Northern Minnesota

Price: NA



One of the Big Three. New listing! Northern Minnesota Resort town. Excellent volume. Call Bruce, CALHOUN COMPANIES (612) 831-3300.

FOOD/BAR

Location: Southern Minnesota

Price: NA



Only spot on southern MN lake. Separate home. Call Ben, CALHOUN COMPANIES (612) 831-3300.

NITE CLUB

Location: Walker, MN

Price: \$149,000

Food, games, pool, dancing all at this northwoods night club. Good highway frontage. Near Leech Lake. Call Merv Nelson, INVESTORS OF MINNESOTA, INC. (612) 922-7211.

(Continued Next Page)

RESTAURANT
Location: Northshore
Price: \$240,000

An exceptional opportunity on the Northshore. A long established restaurant showing \$130,000 net on \$205,000 Seats 60 Popular with the tourists Strong local support Busy year around. RE Included Owner is retiring after 28 years Karyl Belknap, RESTAURANT BROKERS (612) 929-9273.

RESTAURANT
Location: North of Twin Cities
Price: NA

Successful, 20 years established. National name. Service bar Thriving lakes area. Call Ernest P. Gertzen, CALHOUN COMPANIES (612) 831-3300.

RESTAURANT BAR, COUNTRY STORE & BAIT SHOP

Location: Wisconsin
Price: NA

Three apartments upstairs and downstairs. All four apartments recently remodeled. Located on local river north of Eau Claire, WI. Receives high traffic from vacationers traveling north. Owner financing to qualified buyers. Call Larry Dunbar, DUNBAR & ASSOCIATES (715) 672-5800.

SUPPER CLUB
Location: Near Park Rapids, MN
Price: \$220,000

Revenues of \$260,000. Well established and popular bar/restaurant. Big seasonal business with strong local following. Call Dick Steenhoven, RESTAURANT BROKERS OF MINNESOTA (218) 836-2474.

SUPPER CLUB
Location: Western Wisconsin
Price: \$150,000

Located at the crossroad for Dunn County snowmobile trails. This busy and popular club has great potential. Seating for 95. Equipment included. Inventory separate. Call Roger Hetchler, EDINA REALTY (612) 436-7072.

SUPPER CLUB
Location: NA
Price: NA

Over 9,000 sqft. of building and 4.5 acres of land. 20 minutes from St. Paul. Seller sacrificing. Call Agent, OPPORTUNITIES IN BUSINESS (612) 331-8392.

SUPPERCLUB / CAMPGROUND
Location: Near Bemidji
Price: \$310,000

The recently renovated bar/restaurant located at the entrance to Itasca State Park is on 20 acres. Prime for more development - campground, motel, seasonal retail or other possibilities. Call Merv Nelson, INVESTORS OF MINNESOTA, INC. (612) 922-7211.

STEAKHOUSE
Location: Alexandria
Price: \$140,000

Well established steakhouse close to Alexandria, MN. On-sale license. Turn-key condition. Seats 120. Second owner has operated this popular restaurant for the past 25 years. Call Ken Tessmer, ERA VIKING REALTY (612) 762-0241.

MOTELS/RESORTS

BED & BREAKFAST

Location: Northern Minnesota
Price: \$160,000

Fronts Hwy 61 over looks top fishing lake. A unique property offered at 1/2 of its original cost and open to 'deal on it'. It has cafe and rentals. Down payment of \$40,000. Call Tom Ossell, ORION COMMERCIAL (800) 841-8853 or (612) 944-8024.

BED & BREAKFAST

Location: Hutchinson, MN
Price: \$300,000



Three story authentically restored home. Very private rooms/owner accommodations. Commercial kitchen. Fine dining currently offered. Strong community business base. Call Greg Ohnsorg, BURNET REALTY (612) 448-5577.

CANOE OUTFITTERS - ELY

Location: Ely, MN
Price: \$395,000

Downtown sport/fishing store & outfitting. Gross over \$230,000. Equipment for over 100 people. \$100,000 down Call Tom Ossell, ORION COMMERCIAL (800) 841-8853 or (612) 944-8024.

CANOE OUTFITTER

Location: Northern Minnesota
Price: \$425,000

Ely, MN. 12-acre base camp on lake with direct access to Boundary Waters. Equipment for 120, lodging for 56 and accommodations for staff and owners. Doing over \$200,000 gross. Terms with \$125,000 down. Call Tom Ossell, ORION COMMERCIAL (800) 841-8853 or (612) 944-8024.

CAMPGROUND

Location: North Central MN
Price: \$350,000

24 Complete campsites - 10 with water & electricity and 4 with electricity only. Land area 4.7 acres next to state park. Unfinished owners' home is 4 years old. Call Commercial Division, MINNESOTA REALTY (218) 547-1700

CAMPGROUND - RIVER VALLEY / CASINO

Location: Minnesota
Price: \$375,000

142 woodsite sites on 26 of 40 acres. Indoor pool and other great bldgs. Canoe, tubing and nearby gambling. Priced at \$375,000 (a fraction of replacement). Terms after \$75,000 down. Call Tom Ossell, ORION COMMERCIAL (800) 841-8853 or (612) 944-8024.

(Continued Next Page)

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Do you wire your own house?

Do you fix your own plumbing?

Sometimes it works.

Sometimes it doesn't.

For those risky and potentially expensive events in your life or business, why take the risk?

Look to our

**BUSINESS
RESOURCE
DIRECTORY**

on page 55 for someone to help you.

MOTELS/RESORTS

CAMP/GROUND

Location: Southeastern Wisconsin
Price: NA

300 plus acre campground. Offering private security, baseball field, restaurant & lounge, basketball courts, tennis courts, shuffle board courts, playground, fishing & swimming pond, horseshoes, 18 hole miniature golf course, canoeing and winter activities. Frontage on river, room for expansion. Call Thomas Tyenda, THOMAS N. TYLEND (715) 873-4586.

FAMILY RESORT

Location: NA
Price: NA

6 rental cottages and log 'A' frame home on 17 acres with 836 ft. of shoreline on good fishing lake with sandy beach. Call Tom Ossell, ORION COMMERCIAL (800) 841-8853 or (612) 944-8024.

MOBILE HOME PARK

Location: West Minnesota
Price: \$N/A



30 Pads with 20 new campsites. Nice park. Call Ben Fugate, CALHOUN COMPANIES (612) 831-3300.

MOBILE PARK/12 UNIT APT.

Location: Arizona
Price: NA

42 pad mobile park and 12 apartments. Between Phoenix and Tucson. Owner will consider trade for Minnesota or Western Wisconsin property. Call Thomas Tyenda, THOMAS N. TYLEND (715) 873-4586.

MOTEL

Location: St James, MN
Price: \$110,000

STRESS RELIEVER. 15 units and 1 luxury suite are the features of this well-maintained motel. Owner has attached living quarters. St. James is County Seat and has a newer airport. Great location off 4 lane highway. Call Ed Lappi, BURNET REALTY (612) 750-1309.

MOTELS

Location: N/A
Price: \$N/A



Several Available from \$10,000 to \$49,000. Some with apartments. Call Ben Fugate, CALHOUN COMPANIES (612) 831-3300.

MOTEL & CAMPING

Location: North Central MN
Price: \$95,000

5 unit motel, 1 cabin, 3 mobile homes and primitive campground on 25 acres. 3-bedroom owners' home. Call Commercial Division, MINNESOTA REALTY (218) 547-1700

MOTEL - TRADE YOUR HOME

Location: West Central Minnesota
Price: \$279,500

28 UNITS West Central Minnesota. Large 3 BR Home. Deby, monthly rentals. Live life a little slower. Good Schools, Good town, Lakes area. Trade off your home as downpayment considered. Get your own Family

business. Seller will be creative. MOTELS BY GUDIM, Box 10826, St. Paul, MN 55110, or 800-279-9922.

MOTEL - TRADE YOUR HOME

Location: Central Minnesota
Price: \$265,000

21 - Central Minnesota. Owners retiring. As little as \$85K down. Spacious 3BR Home, Excellent condition. Located on State Highway just off I-94 Interstate. Terrific Community with good schools and great retail and interesting downtown. If you want security and a future for your Family then call. Seller financed on long terms. MOTELS BY GUDIM, Box 10826, St. Paul, MN 55110, or 800-279-9922.

RESORT

Location: West Central MN

Price: \$285,000

8 cabins and 5 to 10 unimproved campsites. 600' lakeshore on 4.5 acres. 22x49' swimming pool and playground. Owners' 3 bedroom home w/loft and 2-stall garage. Store/restaurant building. Sell bait, tackle, gas and oil. Call Commercial Division, MINNESOTA REALTY (218) 547-1700.

RESORT - SPORT FISHING

Location: Top Fishing Lake, No. Minn.

Price: \$350,000

12 sharp cabins. Lodge with room for food, towering Norway, good equipment and home. Terms after \$100,000 down. Call Tom Ossell, ORION COMMERCIAL (800) 841-8853 or (612) 944-8024.

RESORT/CAMPGROUND

Location: Wisconsin

Price: \$145,000

Resort/campground on the river! Great opportunity to expand this 4 acre money maker! Features 5 modern log cabins, accommodating 2 to 10 people. Fishing, sandy beach, playground, recreation building, store, RV park and more. Call Erv Swanson, BURNET REALTY (612) 868-7655 / 24 hours or (715) 386-9060.

RESORT/LODGE

Location: Northern Wisconsin

Price: NA

Large older lodge/hotel with 9 rooms, commercial kitchen and dining area. Excellent for bed & breakfast operation. Located on good fishing lake with 600' ft. of lake frontage. Plenty of Wisconsin State attractions. Call Thomas Tyenda, THOMAS N. TYLEND (715) 873-4586.

TRAILER COURT

Location: Grand Marais, MN

Price: \$169,000



Cabins, campground and trailer court. Live and work in Grand Marais, MN. The owner will help finance with \$50,000 down. Call Wally Kocemba, CALHOUN COMPANIES (612) 831-3300.

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Premier location and history. \$200K down.

▼ FAMILY RESORT

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Contact: Tom Ossell**

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BUSINESS OPPORTUNITY. Have interested party with \$4.5 million worth of income properties (owned free & clear). Wants to trade for not-not-not bases. Call Thomas Tyenda, THOMAS N. TYENDA (715) 873-4588.

CONSIGNMENT STORE OPERATION. The key to a successful business is in its preparation. Hire a consultant who has experience in operating a profitable consignment store. Services include business plan sales forecasting, marketing strategy and more. Call Debbie Kidder 571-2471.

CONVENIENCE & GROCERY STORES. Looking for convenience stores with or without gas and grocery stores located in Minnesota with gross sales between \$200,000 and \$1,000,000. Call John Lepros, INVESTORS OF MINNESOTA (612) 922-7211.

DELI/CAFETERIA. Downtown Mpls/St. Paul location. Price of \$75,000. Qualified buyer looking for a deli or deli/cafeteria concept. A 5 day operation with revenues of \$110,000. Call Jim Manos, RESTAURANT BROKERS (612) 929-9273.

ENVIRONMENTAL ENGINEERING or Products Company. Will consider small firm that's looking for capital. Must have growth potential. Qualified buyer. Call Jack Mertes, CALHOUN COMPANIES (612) 831-3300.

FOOD PROCESSING/MANUFACTURING business needed. Sales of \$2.5 million preferable, however, will look at other opportunities. Call Thomas N. Tyenda, THOMAS N. TYENDA REAL ESTATE (715) 873-4586.

LARGE TRUCK STOPS. Will consider single or multiple stops. Qualified buyers. Call THOMAS N. TYENDA (715) 873-4586.

LIGHT MANUFACTURING/DISTRIBUTION or service related business to \$3 million in sales need for owner/investor. Call Roman Roos, BURNET REALTY (612) 949-4763.

LIGHT MANUFACTURING. Individual looking for a light manufacturing business in the Metro of Western Wisconsin area. Price of up to \$750,000. Down payment of up to \$200,000. Call Bill at (612) 436-1622.

LIQUOR STORE - OFF SALE. Twin Cities or Outstate, with or with real estate. Have qualified buyers for all price ranges. Call Jim Manos, RESTAURANT BROKERS (612) 929-9273.

MAIL ORDER. A printing and mailing company wants to buy a mail order business. We will consider any product and will take over the entire operation. Please call Warren Kapsner at Rapids Graphics and Mailing, Inc. (612) 781-8931.

MEDICAL/TECHNOLOGY PRODUCTS. Technology and medical companies wanted. Start-ups, troubled companies, and inventions. Call Mike Tikkonen, PACKARD GROUP (612) 533-1932.

MANUFACTURER needed for established lawn & patio furniture business. Call Commercial Division, MINNESOTA REALTY (218) 547-1700

MANUFACTURING. Have interested party with \$800,000 cash to invest in steel fabricating or metal stamping business. Prefers Metro area. Call Stan Gibbs, CALHOUN COMPANIES (612) 831-3300.

MANUFACTURER'S REP or Product Rep with distribution rights. Metro area. Export/Import business would ideal. Highly qualified buyer. Call Jack Mertes, CALHOUN COMPANIES (612) 831-3300.

MANUFACTURING/DISTRIBUTION. Seven County Twin City Metro Area. Financially secure individual seeks business to own and operate. Initial capital investment of up to \$700,000. Seeking established manufacturing and/or value-added distribution operation. Prefer tangible nondurable goods for industrial or commercial markets. Growth potential required. Turn-around considered for quality product with good customer base. Broker/agent inquiries accepted. Reply to P.O. Box 8624, Minneapolis, MN 55408 or call (612) 927-7452.

MANUFACTURING/DIST. Established, profitable with growth potential. Purchase price to \$160,000. Buyer sound financially. Respond to PO Box 460, Northfield, MN 55057 / Tel (507) 663-1988 after 4 pm.

MOBILE OR RV PARKS. Wanted: large mobile or RV Parks. 200 plus pads. Call Thomas Tyenda, THOMAS N. TYENDA (715) 873-4586.

PACKAGING INDUSTRY. A Cardboard box company is seeking a joint venture, an acquisition of related business or technology. Call Mike Tikkonen, PACKARD GROUP (612) 533-1932.

PRODUCT LINES. Troubled high tech and medical products companies sought for joint venture and purchase. Call Mike Tikkonen, PACKARD GROUP (612) 545-6553.

SHEET METAL FABRICATION BUSINESS WANTED. Call me for an appointment. A confidential meeting can help you decide if your business and my client's money will work together. Call Ed Lappi, BURNET REALTY (612) 750-1300.

TECHNOLOGY COMPANY NEEDS JOINT VENTURE PARTNERS. Low frequency radio transponder network; inexpensive means of tracking people, fleets, etc., also sending certain data nationwide; security industry; data transmission etc. cutting edge technology, looking for joint venture partners that can help develop specific market niche. Call Mike Tikkonen, PACKARD GROUP (612) 545-6553.

TELECOMMUNICATIONS, LIGHT INFO OR SERVICE COMPANY. Experienced, professional executive relocating to Minnesota seeks company to acquire. Ideal profile is company with an excellent product or service needing strong marketing / sales skills and experienced business manager to develop markets and distribution channels. Should currently have annual gross sales between \$750K - \$4MM with good growth potential. Prefer a company which is currently profitable, but will consider turnarounds. Will consider investment/partnership as an active owner. Broker / agent inquiries accepted. Call (201) 934-4898.

TRANSFORMER INDUSTRY. Manufacturer of transformers is looking for growth through joint ventures, acquisition, new technologies relating to transformer industry. Will consider existing businesses and start-ups (including inventors). We have excess space and management capacity. Call Mike Tikkonen, PACKARD GROUP (612) 545-6553.

TOOL AND DIE BUSINESS NEEDED. Call me for an appointment. A confidential meeting can help you decide if your business and my client's money will work together. Call Ed Lappi, BURNET REALTY (612) 750-1309.

INCENTIVES/ AWARDS BUSINESS. Sales of \$2.5 million. Large firm wishes to expand through acquisitions. Call Jack Mertes, CALHOUN COMPANIES (612) 831-3300.

TRUCKING COMPANIES. Large or small, either profitable or struggling. Qualified buyers. Call THOMAS N. TYENDA (715) 873-4586.

WATER TREATMENT. Have buyer looking for water treatment business or chemical business. Large or small. Call Thomas N. Tyenda, THOMAS N. TYENDA REAL ESTATE (715) 873-4586.

Commercial Real Estate

Commercial and Industrial Properties For Sale and/or Lease.

TWIN CITIES

Buildings

AUTO SERVICES

Newer building on Highway 13 in Prior Lake near downtown. 4,800 sqft. auto services available for long term lease. Total building 7,380 sqft. available for sale. Zoned to include retail. Strong visible location. Call Clark Miller, BURNET REALTY 885-6341 / 922-4848.

ANTIQUE BUILDING

Beautifully restored. Minneapolis. Original 1890 store front fully renovated into artist's studio and second floor loft apartment. Commercial zoning. Double garage, screened porch, Jacuzzi bath, fenced and professionally landscaped yard, workshop basement. High ceilings, tall windows, great light, hardwood floors. New plumbing, heating and light. Outstanding! Priced well under restoration cost. Call Clark Miller, BURNET REALTY 885-6341 / 922-4848.

APARTMENTS

Two 8 unit apartment buildings located in nice College Town. Net Operating income about 9.4% before taxes or depreciation. Call Al Thorpe, AL THORPE REALTORS 1 (800) 646-4491

BUILDING

Minneapolis location. 12,000 sqft. manufacturing building with power & crane rail system. Perfect for auto related, welding, woodworking and service businesses. Facility is equipped for paint spray booth. Easily accessed on Minnehaha Ave. Owner wants sold at \$150,000. Call Roman Roos, BURNET REALTY (612) 949-4763.

BUSINESS PARK

Investor/owner-occupant multi-tenant bldg. in thriving western suburb of Chanhassen. 15,000 sqft. with loading docks, drive-in doors of various bay sizes. Chanhassen Lakes Business Park. Priced at \$730,000. Call Roman Roos, BURNET REALTY (612) 949-4763.

MEDICAL/PROFESSIONAL BUILDING

For lease in Chanhassen. Good visibility and access from Hwy. 5. New interior in 1990. 2,775 sqft.

MIXED USE BUILDING

Priced to sell at \$185,000. Zoned B-2. Great location in Cherokee area. Minutes to St. Paul Civic Center and downtown area. Call Clark Realty, BURNET REALTY (612) 925-8415.

OFFICE BUILDING

Two office locations in Lake Minnetonka suburb priced to sell. Terms available. Call Roman Roos, BURNET REALTY (612) 949-4763.

OFFICE & SHOP

Office and small beauty shop in 1960 built bldg. 1,410 sqft. for \$72,000. Free standing. Adequate offstreet parking. Near Lowry and Central. Top condition. Beauty shop will stay. Call Clark Miller, BURNET REALTY (612) 925-8415.

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MINNESOTA

- Comm. land - highly visible with easy access. Busy corner Arden Hills location. \$495,000.
- Industrial zoning. Available Now! Can divide! Excellent 7,900 sqft. bldg.
- Commercial office bldg. 8000 sq ft. 1/2 leased out. Ideal for owner occpt.
- Development acreage! 3+ acres near Shoreview. Great access to Hwy. 694.
- Only off sale liquor store on lake (or in town) with excellent gross and growth potential.
- St. Paul convenience store w/ living quarters.

WISCONSIN

- Pizza & Italian Food Restaurant - Turtle Lake. Exc. loc. near industry and casino with customers.
- Resort/Campground. On river! A money maker with growth potential!
- 16 acres dev't land. Minutes from 3M & Metro



OUT OF
TWIN CITIES

Buildings

COMMERCIAL BUILDING

Located in industrial park in resort town in North Central MN. Priced at \$89,000. 38x88' insulated building on 1/4 acre. Office, bathroom and 14' service door. Call Commercial Division, MINNESOTA REALTY (218) 547-1700

OFFICE OR COMMERCIAL BUILDING

2284 sqft in Hudson, WI. Great for clinic, office, church, dance studio, etc. Well maintained and nicely landscaped. Lighted asphalt parking for 50+ cars on main Hwy through Hudson. \$145,000. Call Roger Hetchler, EDINA REALTY 436-7072 / 751-1033.

LAND

Three parcels on Hwy 65 1) Ham Lake - 3.5 acres, 145th Ave., corner, fenced and lighted. Priced at \$80,000. 2) East Bethel - 18 acres, 209th Ave., corner, easy access and visible. Priced at \$160,000. 3) East Bethel - 33 acres, 209th Ave., 2 Hwy accesses. Priced at \$300,000. Call Jim Melcher, BURNET REALTY (612) 486-5529.

LAND

Highly visible with easy access to this level 1.8 acre parcel. Newly listed and only 1/4 mile to 35W. This is a busy corner off Hwy. 10 & 96 in Arden Hills. Priced at \$495,000. Call Erv Swanson, BURNET REALTY (612) 486-5582.

LAND

Young America Industrial Park. Big City access right off Hwy. 212 in Carver County. Small town atmosphere. TIF funding available. Pay for land at very little cost to you. Call Roman Roos, BURNET REALTY (612) 949-4763.

RESTAURANT SITE.

High traffic location in Burnsville. Plenty of residential and commercial-industrial backup. 46,500 sf. Includes easement. Priced at \$5.20 per sf. Call Joe Berglove, J-B REAL ESTATE (612) 441-6117.

COMMERCIAL/OFFICE BUILDING

Southeastern WI location. Asking \$1,100,000. For sale or trade. Approx. 12,000 sqft. with open atrium. New roof. Extra parking lot. Approx. 50% recently remodeled for tenants. Exc. loc. Owner has approx. \$750K equity. Call Thomas N. Tylanda, THOMAS N. TYLANDA REAL ESTATE (715) 873-4586.

Land / Development
Opportunities

ADJACENT TO MALL LAND

Woodbury. Located right next to Woodbury's Market Place Mall this property is ideal for fast food or other

Development
Opportunities / Land

ACREAGE FOR SHOPPING OR TTT.
Hudson, WI. 10+ acres. Ideal for shopping, fast food

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Properties of the Month

WESTERN WISCONSIN

- A & W Restaurant/Drive-In. A real money maker. Conveniently located. Seats 58.

MINNESOTA

- Good income. **SOLD**. 6 unit Victorian exterior. Price reduced to \$74,900.

Check out these and other properties
offered in this month's BBN Report.

Whether you are looking to buy or
sell your business, call today!

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So. Mpls-Office/Warehouse

Three locations available in prime area. Light or heavy manufacturing. 2,500 - 12,500 sqft. Exc. spaces for any type of business.

Carver County

Locations in Chanhassen available for lease in Professional Building or Office/Warehouse (also available For Sale). Good visibility from Hwy. 5.

Young America Industrial Park Land For Sale

- Pay for Land Cost through TIF funding with very little cost to you. Small town atmosphere with Big City Access right off Hwy. 212.

Eden Prairie

Office/Warehouse for sale along Hwy. 5 corridor. \$730,000. Includes off site computer data center.



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or metal. Across from St. Croix Meadows Dog Track. Water and sewer to property. Call Roger Hatchler, EDINA REALTY 436-7072 / 751-1033

APARTMENT LAND

Attention developers! 2 Lots totaling 3.8 acres may be sold separately. Water and sewer to the site and paid all state approvals and engineering included (this totals about \$45,000). Conveniently located on Hudson's Hill area. Easy access to shopping and freeway \$ 205,000. Call Roger Hatchler, EDINA REALTY 436-7072 / 751-1033.

PRIME 4 ACRES MULTI-FAMILY

Hudson, WI. Prime location on the Hill in Hudson for multi family development. Easy access to freeway and shopping \$220,000. Call Roger Hatchler, EDINA REALTY 436-7072 / 751-1033.

DEVELOPMENT LAND

100+ acres with 34 lot subdivision surrounding small lake area. 14 rental units. Plus frontage on 3 other lakes. Call Thomas Tyenda, THOMAS N. TYLENDIA REAL ESTATE (715) 873-4586.

COMMERCIAL LOTS

Located north of Milwaukee on I-43. Acres zoned light commercial. Ideal location for business site. Will consider financing or trade for ??? Call Thomas Tyenda, THOMAS N. TYLENDIA REAL ESTATE (715) 873-4586

COMMERCIAL LOT

Location: Northwest Minnesota. Price: \$35,000. 0.83 acre with 236.23 feet major US highway frontage. Building on property formerly A&W Drive-in. City water to existing building. Septic has a line with an easement to the tank & drainfield. Call Commercial Division, MINNESOTA REALTY (218) 547-1700

5 ACRES

Wooded and pretty on Hwy. 61. Commercial zone. 2BR cute and clean home. Trees and 2 garages. An excellent value. Call Eva J., EDINA REALTY (612) 653-4124.



HISTORICAL BOOTLEGGER

Legendary 112 acre pieces on 2 beautiful lakes. Tofte - Lutsen area. Over 1 mile of lake shore and native trees. Year round access. Pristine Beauty. Near entry to boundary waters canoeing. Priced at \$175,000. Call Eva J., EDINA REALTY (612) 653-4124



COMMERCIAL LOT

Location: Northwest Minnesota. Price: \$35,000. Approximately 250 feet frontage on major US highway. Property has sales shack with phone and electric line.

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but no water or sewer. There is city water & sewer on west end of property. More lots available to the north. Call Commercial Division, MINNESOTA REALTY (218) 547-1700

Investment Property

68 UNIT APARTMENT COMPLEX

WI. 7 bldgs, attached garages, under construction to be completed Oct. 1994. Will consider trade for ? Also 128 unit project & 186 unit project. Call THOMAS N. TYLENDIA REAL ESTATE (715) 873-4586.

200 ACRES WITH

FRONTAGE ON 3 LAKES

Residential subdivision, 3-4 unit apt bldgs, 1-3 family

on exc. fishing lake. Owner will consider trade for Texas property. Call THOMAS N. TYLENDIA REAL ESTATE (715) 873-4586.

ARIZONA GOLD MINE

Owners looking for partners/buyer. Will look at trades. Will consider large hotels, apartment complexes, commercial buildings. Call THOMAS N. TYLENDIA REAL ESTATE (715) 873-4586.

242 UNIT MULTI-FAMILY SITE

with const. financing in place to qualified buyer. Financing in the sum of \$13,500,000. At 8.5% per annum. For 35 years. Non recourse. Exc. opportunity in southeastern WI. Priced at \$850,000. Call THOMAS N. TYLENDIA REAL ESTATE (715) 873-4586.

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Attorneys

BRUTLAG, MILLER & OKONESKI, PA

5000 Norwest Center
90 South Seventh Street
Minneapolis, MN 55402-4121
Phone: (612) 341-2181
Contact: Tom Okoneski, Mike Brutlag, Scott Miller
Concentration: Mergers, sales, & acquisition of businesses; real estate law; commercial law; business planning; shareholder planning; loan workouts; debt restructuring. Real Property Law Specialists.

MICHAEL T. KALLAS

ATTORNEY AT LAW
575 Southdale Office Centre
6600 France Avenue South
Edina, MN 55435-1804
Phone: (612) 926-6669
Contact: Michael Kallas
Concentration: Practicing in the areas of business sales and purchases, real estate, corporate law, commercial litigation, bankruptcy & business law.

C. SCOTT MASSIE, ESQ.

ATTORNEY AT LAW
1055 East Wayzata Blvd., Suite 300
Wayzata, MN 55391
Phone: (612) 475-1515
Concentration: business sales and acquisitions, financing, real estate, loan workouts, debt restructuring, shareholder planning, general corporate and commercial law.

BALITERMAN & SIEFFERMAN

Suite 1000, Northstar Center West
625 Marquette Ave
Minneapolis, MN 55402
Phone: (612) 379-1400
Contact: Richard Baliterman
Concentration: corporate and real estate law, business planning and problem resolution, trusts and estates, trademark and franchises, litigation and general practice.

OLIVER & JOHNSON, P.A.

Prime Professional Center
4918 Lincoln Drive
Minneapolis, MN 55438
Phone: (612) 935-0355
Contact: Todd H. Johnson
Concentration: mergers, sales, & acquisitions of businesses; commercial law; real estate law; estate planning and probate. Real Property Law Specialist, certified by the Minnesota State Bar Association.

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Specialty: restaurant appraisals, business valuations, commercial real estate consultant, condemnation, tax abatement.

DIRECTORY OF BUSINESS RESOURCES

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Contact: Robert J. Strachota or William C. Herber
Specialty: prepare professional valuations of business and real estate. Assignments involve sales/purchases, allocation of purchase price, financing/recapitalization, ESOPs/ESOTs, going concerns, public or private, litigation support, estate planning, bankruptcy and investment counseling.

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Eden Prairie, MN 55344
Phone: (612) 949-4763
Contact: Roman Roos
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4661 Hwy. 61
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Phone: (612) 653-4124
Contact: Eva J.

Specialty: corporate relocations & investment opportunities including existing businesses, development land and executive residential real estate.

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Becker, MN 55308
Phone: (612) 261-4302
Contact: David Granning



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Elk River, MN 55330



Contact: Bill Rubin
Phone: (612) 441-7420 (Toll free metro area)
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505 Dewey St. South, Suite 102

Eau Claire, WI 54701

Phone: (800) 944-2449 or (715) 834-0070
Contact: Daniel Dieck or Craig Carlson
Specialty: Free and confidential assistance to companies planning an expansion or relocation to Eau Claire, WI and surrounding area. Available land, buildings, financial, and site selection assistance. Located 85 miles east of Twin Cities on I-94.

VALLEY INDUSTRIAL DEVELOPMENT CORPORATION

P.O. Box 1269

Mankato, MN 56002-1269

Phone: (800) 950-5226 or (507) 345-4513

Contact: Louise Dickmeyer

Specialty: Assistance to companies interested in expanding or relocating to the Mankato - North Mankato area. Financial incentives and more than 120 acres available in 3 industrial parks. Located just 90 minutes Southwest of the Twin Cities. Kato Land offers the services and attractions of a big city without the hassles of metropolitan life.



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Phone: (612) 525-9760

Contact: John Martinson

Specialty: Business, auto, business insurance, business property, buy/sell, life and all personal lines.

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7600 France Ave. S., Suite 551
Edina, MN 55435
Phone: (612) 941-7162 or 331-7811(Bahman)
Contact: Bahman Shafee or Pat Doyle
Specialty: Insurance for business, home, car, life, health, and IRA.

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Richfield, MN 55423
Phone: (612) 866-8510 or 645-3500
Contact: Mark Lauer
Specialty: commercial and residential air conditioning, heating and miscellaneous repairs.

Merger & Acquisitions Intermediaries-----

LOCHMOR INVESTMENT SERVICES

8609 Lyndale Ave. S., Suite 212
Minneapolis, MN 55420
Phone: (612) 884-3737
Contact: Roger Sweet

Property Tax Consultants.

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Eden Prairie:
11455 Viking Drive
(612) 943-2300
Contact: Ken Brooks
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WORKSHOPS & SEMINARS

▼ ABSOLUTE BEGINNER'S GUIDE TO MARKET RESEARCH. A seminar teaching ways to save money and find customers by doing research in your library. Cost \$25.00. April 26, 6:00 PM to 8:00 PM. For more information contact Women Venture, at 646-3808.

▼ BUSINESS LOAN SEMINAR. February 22, 8:30 am to 12:30 pm. Cost: \$15 (\$20 at door). Program will be repeated March 22, April 26, May 24, June 28, July 26, September 27, October 25, November 22, same time. Call St. Paul SCORE at (612) 223-5010.

▼ GOING INTO BUSINESS SEMINAR. February 10, 8:30 am to 3:30 pm. Cost: \$20 (\$25 at door). Program will be repeated March 10, April 14, May 12, June 9, August 11, September 8, October 13, November 10, same time. Call SCORE at (612) 223-5010.

▼ GOING INTO BUSINESS SEMINAR. February 15, 8:30 am to 3:30 pm. Cost: \$20 (\$25 at door). Program will be repeated March 15, April 19, May 17, June 21, September 20, October 18, November 15, same time. Call St.

Paul SCORE at (612) 223-5010.

▼ HOW TO FINANCE YOUR BUSINESS. A seminar that gives an overview of traditional and nontraditional sources of financing for business start-up or expansion. Midtown Commons Bldg. Cost \$15.00. For more information, call Women Venture at 646-3808.

▼ HOW TO FINANCE YOUR SMALL BUSINESS. Raising Capitol is the most basic of all business activities and this six hour workshop will show you how to do it effectively and efficiently. April 25, and May 2. Normandale College. Call 832-6350.

▼ HOW TO SUCCEED IN BUSINESS SERIES. Learn about the current business environment in the target country economic situation and trends, prices and exchange rates, employment and wages, holidays, trade regulations. April 14-Mexico, May 12-Korea, June 16-Taiwan. Call 832-6350.

▼ INTERNATIONAL BUSINESS DEVELOPMENT BREAKFAST

ROUNDTABLE TALK SERIES.

The Small Business Development Center of Normandale Community College and the Bloomington Chamber of Commerce will co-sponsor a series of International Business Breakfasts. "Success Stories: Personal Experiences of Local Companies" April 19, call 832-6350.

▼ MARKETING ON A SHOESTRING. This seminar for entrepreneurs will cover positioning your product, developing strategy, and fighting the "big guys". Cost \$20.00. For more information call Women Venture at 646-3808.

▼ TAX SEMINARS FOR SMALL BUSINESS, MONTHLY. A two-day tax seminar for owners and operators of small businesses. The first day covers general tax issues applicable to most business organizations. The second day covers employment taxes. Sessions are held from 8:30 am to 4:00 pm each day. No fee. Contact Internal Revenue Service Taxpayer Education Desk at (612) 290-3320.

▼ TAX ISSUES: MINNESOTA SALES AND USE TAX SEMINARS. 6:30 pm to 9:30 pm. Contact Minnesota Depart-

ment of Revenue Business Education Program at (612) 297-4213 or (800) 888-6213 for dates and locations.

▼ WOMEN BUSINESS OWNER'S SUPPORT GROUP. A free, on-going facilitated group that provides emotional, motivational, and technical support for women entrepreneurs. April 20. Midtown Commons Bldg. For more information contact Women Venture at 646-3808.

▼ WRITING YOUR OWN MARKETING PLAN. If your new or existing business needs a road map to reach its customers thru a force of competitors, this six hour workshop will give you an opportunity to develop your own clear action plan. April 11, and April 18. Call Normandale College at 832-6350

MBO

(If you have an event or seminar that would be suited to Minnesota small business owners of today and tomorrow, write BBN Publishing, 4445 W. 77th St., Ste 132, Minneapolis, MN 55435 or fax at 844-0401. Closing date is the 15th of the preceding month.)

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PROGRAM

to be
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